

London Midland  
Sustainability Report 2016



Travel Made Simple

# Overview

This has been an important year for London Midland. The company received a direct award contract to continue operating the West Midlands franchise until October 2017.

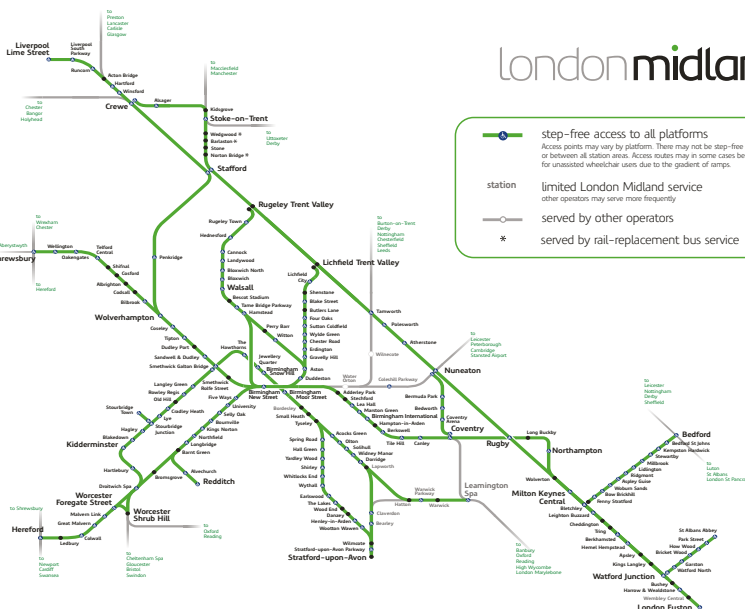
Since 2007, London Midland has been providing train services to and from London in the south, to Birmingham in the Midlands and Liverpool in the north-west. Over 70 million passenger journeys a year are made using on the network. London Midland manages 150 stations and operates 1,300 services a day.

London Midland is owned by Govia, the partnership between the Go-Ahead Group (awarded the Fair Tax Mark for responsible tax practice) and Keolis. Govia is the UK's busiest rail operator, responsible for nearly 30 per cent of UK passenger rail journeys through its three rail companies, GTR (which includes Gatwick Express services), Southeastern and London Midland. Further information on Govia is available at [www.govia.info](http://www.govia.info)

London Midland has won a range of awards, including Best Local Transport Integration, five Rail Business Awards for marketing, public relations and customer information, five Golden Spanner Awards for Engineering, three IOIC awards for internal communication and three Railstaff Awards for Outstanding Customer Service, Lifesaving and Charity Work.

In 2013 London Midland was awarded the Investors in People (IIP) Silver Award and been awarded the 5 Star award by the European Foundation for Quality Management (EFQM) in May 2015.

## Where we operate



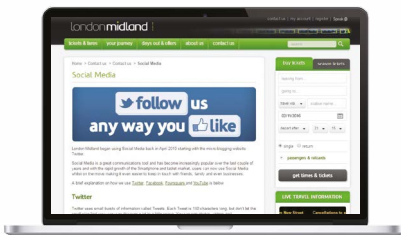
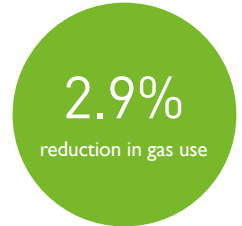
## In this report

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## 2016 highlights

- New direct award contract granted by DfT to operate trains until October 2017
- Four consecutive year on year rises in customer satisfaction to 86%
- Our class 321, 172 & 350 trains are amongst the most reliable trains in the country
- Supported arts and cultural events in Birmingham, Lichfield, Bedford and Milton Keynes
- £2m additional Park and Ride facilities added at Four Oaks
- Launched a sponsorship programme to promote the health and wellbeing of young people
- CO<sub>2</sub> per passenger journey down 10.7% year on year (To Update Stat)
- Site energy use static despite growth
- Improved train service performance to levels surpassing the previous four years



For more information about London Midland visit:  
[www.londonmidland.com](http://www.londonmidland.com)

Follow us on Social Media



@LondonMidland

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

# Managing Director's message

“Each station and depot is an important part of the community. That is why one of our priorities is to get closer to the communities we serve”

Patrick Verwer,  
Managing Director



This has been an important year for London Midland. The Department for Transport has awarded London Midland a new contract to continue operating train services to October 2017.

An integral part of the new direct award contract is a commitment to invest in a range of initiatives designed to benefit our communities and the environment. These initiatives are based on what our passengers and stakeholders have told us are important to them.

Operating trains from London to Liverpool and across the West Midlands, it would be easy to think of London Midland as a national brand. But with our network of stations, we are also 150 local businesses. Each station and depot is an important part of the community. That is why one of our priorities is to get closer to the communities we serve.

We are making our stations and trains safer by upgrading our existing CCTV cameras and installing new ones. That's over 3,000 security cameras looking out for you. We simply won't tolerate anti-social behaviour. Looking after the environment is also a big priority for us too, so we are looking at reducing our energy usage and carbon footprint through LED lighting and upgrading our train lighting.

We are also investing in helping young people with apprenticeships, offering vocational skills and work experience as well as playing an active role with the Prince's Trust. Younger members of our communities are also set to benefit from our new healthy lifestyles programme – Your Sporting Chance.

Our guiding philosophy is Travel Made Simple. London Midland's role is more than just getting passengers from A to B in the most efficient way possible. It is about how we do it. We want our passengers to have the easiest and simplest ways of getting information, buying tickets and getting to the station. We want our trains to the highest standard of reliability and availability possible, and we want our passengers be in a clean and safe environment. This doesn't just make good business sense; it also means we are using these resources in the most efficient and sustainable way possible.



New Bromsgrove Station

By managing, investing in and maintaining our stations, trains and operations in a way that makes them relevant and attractive to all, we believe we are keeping our commitment to a sustainable railway now and in the future.

I hope you enjoy reading this report and that it gives you a flavour of how we value our relationship with the communities from Liverpool to London and across the West Midlands to the Shropshire and Herefordshire borders.

“Our guiding philosophy is Travel Made Simple.”

## Highlights

- New Direct Award to operate until October 2017
- Our philosophy – Travel Made Simple – for everyone
- Committed to a sustainable railway – now and in the future
- Making our stations and trains cleaner, brighter and safer
- New Bromsgrove Station

## Our reporting structure

We are committed to operating our train services in a safe, environmentally and socially responsible manner. This report is split into four sections:



### Society

To run our companies in a safe, socially and environmentally responsible manner.



### Customers

To provide high quality, locally focussed passenger transport services.



### Our people

To be a leading employer in the transport sector.



### Finance

To run our business with strong financial discipline to deliver sustainable shareholder value.



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



# Stakeholder engagement

As well as looking at WHAT we have done in the last 12 months it is important to look at HOW we have approached this year.

Three things in particular have made the last year memorable for our customers, our communities and us for too.

- Winning a new franchise in the form of our Direct Award Contract
- Achieving 86% customer satisfaction – especially as this is the fourth consecutive year-on-year rise of our score

And, under-pinning all this

- Continued improvement in train performance, which is now at levels not seen for four years

What links all three achievements is that we have made improvements to our business based on what our passengers and community groups have said is important to them.

Our Direct Award Contract (DAC) was confirmed shortly after our last Sustainability Report was published.

We see the DAC as a new franchise – not an extension.

We have approached the DAC with a new philosophy that we call Travel Made Simple.

We have new commitments and investments to make and new targets to hit but they all have a common focus – they are all about making things easier and simpler for the people who travel with us.

So whether it is train performance, selling tickets or running back office support, we are constantly looking to make things simpler and better for our customers.

We must also recognise that the world of railways is changing – this is not a revolution – we are really catching up with a trend that has been happening across all industries.

Customers, shareholders and stakeholders no longer expect businesses just to provide goods and services at an agreeable price.

At London Midland we recognise that being a good train company also means getting closer to the communities we serve.

So here is just a sample of the things we have been doing this year:

- We have been celebrating our great summer of sport by turning our running in boards gold
- We sponsored Mirga Gražinyte-Tyla's first concert as Music Director of the CBSO
- Keeping to a musical theme, we had Julian Lloyd Webber to name a train to celebrate our third annual sponsorship of the Lichfield Festival
- We were the official train partner of the Milton Keynes International Arts Festival and we are the official travel partner of Birmingham Big Arts
- This summer we ran through trains from Milton Keynes to Bedford on a Sunday for the River Festival

This is just a flavour of the projects and programmes we have got involved in this year. In addition there have been many more individual community and fund raising projects that our colleagues have run locally.

We have continued to benefit hugely from our involvement with the Prince's Trust this year.

## CBSO Sponsorship



It was Centro, now Transport for West Midlands, that first got London Midland involved with the Prince's Trust. This has led us to look at more apprenticeship opportunities across the whole of our business from Finance to HR to Marketing.

In addition, our depots have been running successful apprenticeship schemes for a long time, and this year our Fleet Team and HR have gone even further.

Partnering with Birmingham Metropolitan College and the National Training Academy for Rail, we have just launched the first ever trailblazer apprenticeship scheme designed to fill the engineering skills gap across the whole rail industry.

There will be many challenges in the next 12 months, but one thing we can guarantee, is that the focus on getting closer to our communities will continue for the remainder of the franchise.



A young visitor to Bedford River Festival enjoys free ice-cream from London Midland

“At London Midland we recognise that being a good train company also means getting closer to the communities we serve.”

## Stakeholder engagement

Over the last four years London Midland has been raising train performance and customer satisfaction. Key to these achievements has been our commitment to going the extra mile to listen to what really matters to our stakeholders and our passengers.

Here are just some of the ways we engage with our stakeholder, interest groups and our passengers.

- Bi monthly stakeholder magazine – London Midland Business
- An annual stakeholder conference
- Two Spring Briefings
- 3-4 Meet the Manager events each month
- Regular attendance at all our Rail User Group meetings
- Sponsorship of five major arts & cultural events across our network

**Partnership:** we progress through collaborative relationships

**Supportive:** we take accountability for our actions and help each other

**Inclusive:** we involve others and communicate well

**Professional:** the things we do, we do well and deliver consistent quality

**Honest:** we are clear and straightforward in our approach



Read more about how we listen to our stakeholders at [www.londonmidland.com/about-us/listening-to-passengers](http://www.londonmidland.com/about-us/listening-to-passengers)



# Society

Getting closer to the communities we serve

From managing our impact on the environment to being more a part of the communities we serve, London Midland is very much part of the local landscape. Our 150 stations connect people with the world of work, family, education and leisure.

From managing our impact on the environment to being more a part of the communities we serve, London Midland is very much part of the local landscape. Our 150 stations connect people with the world of work, family, education and leisure.

We recognise that train services and railway stations are part of the fabric of local communities. They are seen, valued and cherished as community assets as much as schools, the local post office and other amenities.

We believe in involving our passengers and their representatives in the decisions about our services.

We do this in a variety of ways including ensuring all 148 of our Stakeholder groups know who their point of contact is for their local services. This is a combination of the local station management team and our four Heads of Route.

We are constantly reviewing how best to keep our passengers informed through a variety of communications channels traditional and new including our industry leading Twitter service with over 160,000 followers.

## Key Highlights

2

community rail partners

4

major arts sponsorships in Birmingham, Milton Keynes and Lichfield

16

rail user groups

CBSO

partnership



Julian Lloyd Webber names 'Lichfield Festival' train

Julian Lloyd Webber performers and supporters of the Lichfield Festival at Euston to celebrate the official naming of one of our newest class 350 trains. The train naming event took place to mark our ongoing support of the Lichfield Festival, which this year celebrates it's 35th anniversary.



We are proud to be supporters of two very active Community Rail Partnerships (CRPs). As part of our direct award contract we have increased our funding of our Community Rail Partnerships by two-thirds.

We are always looking at ways to help our colleagues get closer to the communities we serve. For many years we have offered a scheme that matches charitable fund raising by LM employees.

This year we have launched a new programme designed to help sports stars of tomorrow. "Your Sporting Chance" is aimed at promoting the health and wellbeing of young people by providing sports kit and equipment for youth/junior sports teams, clubs or groups nominated by London Midland colleagues.

"Train services and railway stations are part of the fabric of local communities. They are seen, valued and cherished as community assets"



**LONDON MIDLAND**

**WE HELP SUPPORT ALL SORTS OF SPORTS**

Do you know of any local junior/youth sports teams that we can support?  
We can provide up to **£500** towards new kit/equipment.  
For more information please visit [eDepot](#)

**TRAVEL MADE SIMPLE**      londonmidland

**Your Sporting Chance**

In 2016 London Midland launched a colleague engagement programme designed to London Midland get closer to the communities we serve while promoting the health and wellbeing of young people.

The Your Sporting Chance programme allows London Midland employees to nominate local junior sports clubs and youth groups to apply for up to £500 worth of new kit or equipment.

The offer has been well received by colleagues. And seventeen groups across the London Midland network are already set to benefit from the programme. They are:

Birmingham Monarchs | Crewe and Nantwich Gymnastics Club | Drakes Broughton Rangers | Girl Air Cadets – Hednesford | Kings Heath Sports Club U14 Girls Football | Perrywoods United Football | Sandwell Superstars F.C. | Santiago Colts Sheffield United | Telford Chin Woo | Tividale Football Academy | Wyre Forest Company of Archers | Wyre Forest Gymnastics School | Yardley Basketball Club



# Customers

## Travel Made Simple

We want to make things simple for our passengers and make sure we do these simple things really *really* well, on every journey we run.

That's 421,473 train journeys a year around the West Midlands, into London and Liverpool. With a network as vast as ours, calling at 176 stations, we are proud that we have now achieved 86% overall satisfaction (87% in the West Midlands) in our NRPS Spring 2016 score, improving in 31 out of 36 measures.

So far we've invested £300 million in improvements – new trains providing thousands of extra seats together, with an improved timetable adding in extra and faster departures. We have also smartened up some of our stations!

But our journey won't stop here. Over the next year, we will continue our journey to make our services more dependable, safer and more comfortable for all.

## Key Highlights



And most importantly, **make it simple** and do the simple things brilliantly.

At London Midland, we call this **Travel Made Simple**.

## Keeping it simple

Our commitments to our customers during the year ahead include:

### Speeding up your journey

- We've introduced a new customer booking system with improved features including instant 'Quick & Collect' – buy tickets online and collect within 15 minutes. Soon you will be able to purchase through PayPal!
- We're introducing new/refurbished self-service ticket machines at stations in the West Midlands where we currently do not have any facilities, plus upgrades to existing machines including contactless and a greater ticket range. Stations that will receive new ticket machines are Adderley Park, Albrighton, Bedworth, Berkswell, Bilbrook, Blakedown, Bricket Wood, Codsall, Colwall, Cosford, Duddeston, Dudley Port, Garston, Gravelly Hill, Hampton in Arden, Hartlebury, How Wood, Lye, Oakengates, Park Street, Perry Barr, Shenstone, Shifnal, Small Heath, Stechford, Stone, Tyseley, Witton.
- We're constantly improving our 'On Track' app to make sure customers are kept up to speed with things too – fast access to live departures and arrivals, be able to check platform number and even save regular journeys on a personalised dashboard.

### Better times ahead

- Of 421,473 train journeys a year we run, 88% of them arrived on time or within 5 minutes. We think that is pretty good going, but we're determined to get even better and to recover quicker during times of disruption.
- We are introducing more fast evening weekday departures from Euston to Crewe, earlier Sunday arrivals into Birmingham New Street from Rugby, Coventry, Tile Hill, Birmingham International and Marston Green, Lichfield TV & City, Blake St,

Shenstone and Butlers Lane. Also earlier Sunday arrivals into Birmingham Moor Street from Shirley, Yardley Wood, Hall Green, Spring Road, Dorridge, Widney Manor, Solihull, Olton and Acocks Green, as well as a later evening train on the Abbey line.

- Many of our stations are having makeovers too! A £6 million one, to make sure they look smarter, cleaner and brighter for you.

### Supporting communities

- We are very much at the heart of the communities we serve, helping young people with apprenticeships, offering vocational skills and work experience as well as playing an active role with the Prince's Trust.
- We're putting safety first by upgrading our existing CCTV cameras and installing new ones. That's over 3,000 security cameras looking out for you. We simply won't tolerate anti-social behaviour.
- Looking after the environment is also a big priority for us too, so we have been looking at reducing our energy usage and carbon footprint through LED lighting and upgrading our train lighting.

**"We are very much at the heart of the communities we serve."**

### Improving Accessibility

London Midland has a long history of working to improve accessibility for passengers, and was the first train operating company to create an Access Advisory Panel. This is an externally chaired group representing the needs of disabled passengers, to shape the future of accessible train travel.

All the latest information about accessibility on London Midland services can be found online at <http://www.londonmidland.com/your-journey/more/accessibility/>

### Travel Made Simple – For Everyone



Travel assistance at Milton Keynes Central

As part of our commitment to making travel simple for everyone, London Midland is continuing to improve access for disabled people.

Working in partnership with passengers and other stakeholders, we have launched a new Disabled People's Protection Policy (DPPP) setting out how London Midland is working to aid accessibility and make journey planning easier for everyone.

A range of new resources has been developed through this initiative, including a new downloadable map showing which stations now have step free access. Available on [www.londonmidland.com](http://www.londonmidland.com), the map identifies the 75 per cent of London Midland stations that are step free. For stations yet to be improved, there is information about how passengers can access support through the Assisted Travel Team, where London Midland will make arrangements for ticket holders facing accessibility challenges to be taken to another station, at the company's expense.

London Midland has also developed a Travel Support Card, which can be used by anyone who finds travelling difficult. The card is designed to be personalised to the individual and can include a personal emergency contact as well as specific details of how London Midland staff can assist. This can be particularly useful if a passenger needs assistance but finds it difficult to communicate their requirements, as they can simply show the card to a member of staff.



# Our people

As an employer serving major towns and cities from London to Liverpool and across the West Midlands we can have a significant impact on local communities and individual lives.

Since London Midland started in 2007 our apprenticeship schemes at our Tyseley and Soho maintenance depots have developed young talent each year providing a gateway to qualifications and a fulfilling career. For the last three years we have also benefitted hugely from our participation in the Prince's Trust programme hosted by Centro (now Transport for West Midlands).

Through the 'Get into Transport' scheme we have brought young people into a range of front line and office support roles across our business including Finance, HR and Marketing.

As part of our Direct Award Contract we are committed to expanding apprenticeship opportunities in London Midland. One of the ways we are doing this is by delivering a trailblazer apprenticeship scheme to youngsters across our network in partnership with the National Training Academy for Rail (NTAR) in Northampton and Birmingham Metropolitan College (BMet). The scheme will set a new standard in engineering and aims to make train services more reliable for customers.

This brand new initiative for the rail industry is aimed at tackling an engineering skills gap. The Rail Engineering Technician Apprenticeship Standard (Level 3) has been developed over the last two years by employers within the industry, including Siemens and Network Rail.

We have already recruited four apprentices to the scheme, who are being joined by a number of apprentices from other engineering and rail organisations.

“Our trailblazer apprenticeship scheme will set a new standard in engineering.”

## Key Highlights

£20k

'your sporting chance' fund

3rd

year in supporting Prince's Trust

11

jobs fairs, 6 in partnership with MPs

1st

trailblazer apprenticeship



This year we have been equipping our front line colleagues with tablets and smart phones. This is to improve the speed and quality of information we can pass on to our customers. Providing better technology to our people is another example of how we are applying the Travel Made Simple philosophy.

The three year scheme will see apprentices learning engineering fundamentals in a range of modules, from engineering hand skills to air conditioning systems maintenance, electrical principles to project management. Upon completion, learners will gain industry-specific Level 3 knowledge and competence qualifications.

But it's not just about apprenticeships. London Midland holds jobs fairs across its network, often in partnership with local MPs. In the last year we ran eleven jobs fairs including six at the invitation of our local MPs.

“We are working with our local MPs to bring job opportunities to our communities”

“Passengers are entitled to a reliable and safe railway. To achieve this we need to be training the best engineers. As a business we are committed to continually improving the service we offer passengers, and making travel as simple as possible for everyone. Investing in the skills of employees is an important part of this commitment.” Kirk Trewin, head of fleet production at London Midland

## Awards

London Midland has won a range of awards, including;

### **Best Local Transport Integration**

**Five Rail Business Awards** for marketing, public relations and customer information

**Five Golden Spanner Awards** for engineering

**Three IOIC Awards** for internal communication

**Three Railstaff Awards** for outstanding customer service, lifesaving and charity work

In 2013 London Midland was awarded the **Investors in People (IIP) Silver Award** and have been awarded the **5 Star Award** by the European Foundation for Quality Management (EFQM) in 2015.



Apprentices at Northampton



Tickets please





# Finance

## London Midland is part of The Go-Ahead Group plc.

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

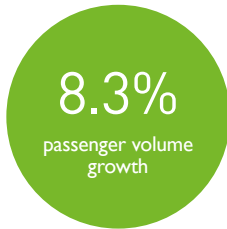
## Supporting the UK economy

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Each one of the 75 million passenger journeys taken on our services every year is important to us. We connect communities and support local businesses, which plays a part in strengthening the UK economy. We directly employ around 2,400 people from the Northwest to London and across the West Midlands and value our staff, investing in our people through training, development and creating supportive, inclusive workplaces.

## Key Highlights

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## Working with our local communities

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Working collaboratively with key stakeholders such as local authorities, industry partners and suppliers, we contribute to economic growth through partnering with local community groups, not for profit organisations and charities that play a constructive role in our area.

We measure our community activity through the London Benchmarking Group (LBC), the global leading framework for community investment. This helps us get a better understanding of how our contributions, donations and our work with partners and employees volunteering activity benefits the local community. This year we investing £15 million to improve our services and we will continue to work together with local stakeholders to maximise the positive impact of our contributions.

## Engaging with our suppliers

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We realise the importance of partnering with suppliers who align their work with our values as this supports efficient delivery of our services. We rely on suppliers to take a partnership approach in working together to jointly deliver the best service possible.

Our ethical procurement approach is embedded in our supply chain procurement and management processes. We take into account ethical as well as commercial and technical factors, when considering which suppliers to partner with and we encourage our suppliers to adhere to similar high standards of corporate responsibility.

## Paying our taxes

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We're part of The Go-Ahead Group, renowned for being a socially responsible organisation, where financial transparency and openness are important. The Group has been awarded the Fair Tax Mark, a label for good taxpayers and companies that are open about tax affairs and seek to pay the right amount of corporation tax at the right time and in the right place. A fair tax system is to the benefit of everyone and crucial to support a vibrant mixed economy.

# Key data

London Midland	2015/16	2014/15
<b>SOCIETY</b>		
<b>Safety</b>		
SPADS per million miles (excluding those in depots) <sup>+</sup>	<b>0.71</b>	0.78
Passenger RIDDOR accidents per million passenger journeys	<b>0.19</b>	0.21
% train units with CCTV	<b>66</b>	65
Number of reported crimes <sup>+</sup>	<b>599</b>	2,211
<b>Environment</b>		
Carbon emissions per passenger journey (kg)	<b>1.90</b>	2.03
<b>Community</b>		
Community Spend per Employee (£)	<b>53.35</b>	60.43
Stakeholder events (number)	<b>63.0</b>	152
<b>CUSTOMERS</b>		
Customer satisfaction (Latest Passenger Focus score) (%)	<b>85.8</b>	83.7
Rail punctuality PPM (%) <sup>+</sup>	<b>88.5</b>	87.6
<b>Accessibility</b>		
Trains certified accessible (RVAR) (%) <sup>*</sup>	<b>92.0</b>	75
<b>OUR PEOPLE</b>		
Average number of employees <sup>+</sup>	<b>2,402</b>	2,352
RIDDOR accidents per 100 employees <sup>+</sup>	<b>0.57</b>	0.6
Employee turnover rate (%) <sup>+</sup>	<b>6.7</b>	5.8
Absenteeism rate (%) <sup>+</sup>	<b>5.2</b>	4.9
Training Spend per Employee (£)	<b>227.98</b>	282.07
<b>Diversity</b>		
% of female employees	<b>17.9</b>	17
% of Asian, black and other ethnic group employees	<b>17.9</b>	17.5
<b>FINANCE</b>		
Passenger Journeys (m)	<b>72</b>	65
Passenger volume growth (%)	<b>8.3</b>	2.1

## Key

+ For the reporting period

\* as at the reporting period end

SPAD – Signal passed at danger by trains

RIDDOR – Reporting of injuries, diseases and dangerous occurrences regulations at workplaces

DDA – Disability Discrimination Act



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

## More information

You can find out more about London Midland by visiting our website: [www.londonmidland.com](http://www.londonmidland.com) and more information on how London Midland manages sustainability can be found by visiting [www.go-ahead.com/sustainability](http://www.go-ahead.com/sustainability)

If you have any comments, views or ideas on how we might improve, or have any thoughts on other issues that we should address in this report, please write to:  
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**BUREAU  
VERITAS**

### Summary verification statement from Bureau Veritas UK Ltd

Bureau Veritas UK Ltd has provided verification for The Go-Ahead Group plc over selected sustainability Key Performance Indicators (KPI) data contained within the Group's annual report covering the period 28 June 2015 to 2 July 2016.

The full verification statement including the verification scope and Bureau Veritas' verification opinion, methodology, areas of good practice, recommendations and a statement of independence and impartiality can be found on the Go-Ahead Group website: [www.go-ahead.com/sustainability](http://www.go-ahead.com/sustainability)

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

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