

Adapting to challenges



Go East Anglia
Sustainability Report 2018

About us

Go East Anglia covers the Konectbus, Hedingham, and Chambers bus companies. We serve communities throughout Norfolk, Essex and Suffolk, including central hubs such as Bury St Edmunds, Colchester and Norwich, including their six Park & Ride services.

Between us, our fleet of 195 buses carry our passengers on over eight million journeys each year across our network.

We are proud to support our communities: Our bus companies employ over 400 people, and our driver training school is helping us to recruit more local people into our businesses.



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Follow us on social media:

-  @konectbuses
-  @chambersbus
-  @hedinghambuses

For more information, visit our websites:

- www.chambersbus.co.uk
- www.konectbus.co.uk
- www.hedinghambuses.co.uk

Our reporting structure

We are committed to operating our buses in a way which helps to put our services at the heart of the communities they serve. This report is split into six sections:



Finance

To work together with suppliers to jointly deliver the best possible service.
p4



Stronger communities

To support colleagues with fundraising events which support the local community.
p5



Happier customers

To gain more happy customers and reward colleagues for receiving positive feedback.
p6



Better teams

To perform all job roles and tasks competently to allow further growth.
p8



Cleaner environment

To improve air quality and encourage fuel efficiency at all locations across the business.
p10



Smarter technology

To implement new market leading technology and adapt it accordingly.
p11

Managing Director's Message

"We believe our business can be developed by using our existing resources better and seeking new opportunities. We continue to meet with and progress joined-up thinking with local authorities, notably in Norwich and Colchester, to provide better alternatives to using the car, and to minimise the negative impacts it can have upon public space, air quality and journey times."

Jeremy Cooper
Managing director



A great deal of effort has been made during 2017-18 by the team at Go East Anglia to build a stronger foundation for our business going forward.

We worked hard to keep a consistent customer experience in the face of some exceptional challenges. There have been some dramatic changes in the background to ensure we provide a bus service fit for the modern customer in a consistent and efficient fashion.

Through hard work, and in spite of substantial engineering costs, our operational losses were broadly halved. We have managed a significant write-down on ageing bus stock to recognise the age and condition of some of our fleet.

All our efforts have helped to standardise our processes, build a stronger base and re-invent the way we run our business going forward.

Sadly, there have been some inevitable changes for our customers. We finally

withdrew from Lowestoft at Christmas 2017 due to more intense competition in a shrinking market. However by employing existing resources more efficiently, we launched an increased frequency service between Sudbury and Colchester in May 2018. The financial year ended with us making preparations to take over the Clacton town routes following the withdrawal of the incumbent operator. The new contracts for University of East Anglia and Essex County Council schools were introduced in September 2017 and, thanks to a great deal of effort from all the team, have been successful operationally and have improved profitability.

There remains work to do on identifying and removing unprofitable operations: Our presence in Brightlingsea and Poringland has seen a phased reduction during the summer of 2018. This will impact some of our customers, but we work closely with local

authorities and other stakeholders to try to reduce the impact of withdrawing services from these areas in such a way that there are other public transport options available.

We believe our business can be developed by using our existing resources better and seeking new opportunities. We continue to meet with and progress joined-up thinking with local authorities, notably in Norwich and Colchester, to provide better alternatives to using the car, and to minimise the negative impacts it can have upon public space, air quality and journey times.

A development that will be more obviously apparent to our customers was the launch of our new app, which integrates real-time information with mobile phone ticket

purchase. We are continuously improving this as we go. Though we were unable to invest in new contactless ticket machines in the last year, investment in and development of contactless technologies is planned for the current financial year. We also hope to invest in new buses for the first time since 2015, to complement the current mid-life vehicles cascaded from London and Oxford.

Behind the scenes we have undertaken complex IT upgrades which are already improving operational reporting and analysis, commercial decision-making and engineering procurement. Most important of all, we have developed driver training courses in both Clacton and East Dereham, thanks to assistance from Plymouth Citybus. This allows us to offer new skills and recruit from a more diverse cross-section of our local communities, complementing the successful work we are doing with our engineering apprentices.

Jeremy

2018 highlights

- Complex IT upgrades improving operational reporting and analysis driving commercial decision-making, engineering and procurement.
- Takeover of the Clacton network.
- Implementing driver training courses in both Clacton and East Dereham.
- Giving people the opportunity and benefits of applying for apprenticeships.



Go East Anglia makes a direct, positive contribution to the East Anglian economy by providing a safe, efficient and convenient service to our customers, with a total of 8m journeys undertaken annually.

Following the withdrawal of a competitor, Hedingham has worked closely and successfully with Essex County Council to create and deliver a public bus service for the people of Clacton and the surrounding areas.

As part of our responsible business practice, we negotiated all contracts with the relevant local authority to ensure that a sustainable price is maintained whilst offering a good value and reliable service to the community.

Key highlights

£15.6m
turnover

375
average
employees

£740k
employer's NI

Investing in People

Throughout the year Go East Anglia has increased investment in its people and infrastructure to continue to meet our customers' expectations.

Training schools have been established in both the northern and southern areas of the business to broaden our recruitment base, and allow us to provide training to local people. So far we have had 14 new employees successfully complete the training, learning new skills along the way. We also run an apprenticeship programme and we currently have three young apprentices working towards their official qualifications.

Stronger Communities



Go East Anglia contributes to the local economy with many colleagues taking part in challenges and fundraising events to help support various causes for local communities.

Recently, Go East Anglia has been pivotal in the maintenance of key bus infrastructures throughout Norfolk and Essex. Without these, many rural towns and villages would be left without a basic bus service.

One such example is the 81 coach route previously run by Coach Services. Once at risk of being withdrawn, the route is now managed by Konectbus and provides a much-needed transport link for the local community.



Under -11s Horsford FC team in their sponsored Norwich Park & Ride kit this summer.

Since Konectbus stepped in, we have proactively increased the running times to give the community a better link to larger towns and shopping facilities.

Chambers Bus has also been taking on similar changes to infrastructure. In July 2018 it took on the Clacton Town Network where the majority of services were previously run by First Bus; without these services many members of the community would have been left without key transport links.

Improving connections between rural and suburban areas is crucial, helping pupils get to school and employees get to work.

Building ties with local sports clubs

During 2018 Go East Anglia has actively sponsored local sports clubs that are relevant to the routes we travel on every day, such as:

- Horsford FC
- Bradenham Cricket Club
- Woodton FC
- AFC Sudbury

By sponsoring local communities we help continue to fund local events and sports for a variety of ages for years to come.

Happier Customers

Go East Anglia is driven to provide the best possible customer service for our bus users across our companies.

We are currently reviewing our services and increasing engagement with our customers more than ever before. Through the implementation of regular online customer surveys and face-to-face coffee mornings, we are now beginning to have a wider insight into our core demographic than ever before.

Throughout 2017 we realised the need for increased customer service satisfaction

both in-person and online, with the digital world becoming more predominant in the industry for queries and complaints. It's important that here at Go East Anglia we make our presence known. This is why we have restructured our customer service and delved deep into the processing structure. We have brought in two additional district managers (North and South) and two additional staff members within the customer service department, bringing the team up to six members. We have also created a role that is dedicated to customer services on the phone.

Katherine Joyce, team leader at Go East Anglia who helps to improve customer service





Between 1 September 2017 and 1 September 2018 we've seen an overall engagement increase across Twitter accounts by 4.5k in comparison to the previous year, with customer replies increasing from 372 per year to 1.5k and with tweets increasing by over 1.5k in comparison to the previous year. This is all due to Go East Anglia producing quality, informative social media posts and by having attentive members of customer service within the digital team who are committed to offering clear, coherent and fast customer service.

Here at Go East Anglia, we realised the need to improve our distribution process to local tourist information centres, libraries and post offices. In 2018 we appointed a spare driver to commit to roadside displays and distribution on a permanent basis (whenever his shift permits). By doing this we have increased our leaflet distribution and can communicate our changes and updates much more quickly to a wide range of audiences.

Go East Anglia is focused on ensuring that our customers get to where they're going on time and in comfort; this is why our local bus punctuality has been at 91.2% for the past two years. We also focus heavily on our buses being accessible for all members of the public so that people of all backgrounds are able to comfortably get on and off our buses, which is why we are 85% DDA-compliant.



Launching the Helping Hand Scheme in March 2018 which helps passengers of all ages have ease of access and communication with drivers to make their journey a pleasant one.

Better Teams

Go East Anglia believes in the connection of people and that a reliable workforce creates a good organisation.



The first female recruit under our training programme to successfully become a driver Kate Hogins (centre) pictured with her trainer Ken Hall (right)

Throughout 2018 Go East Anglia has had a proactive approach to Better Teams. We promote teamwork and communication through multiple media, including the most recent which was the implementation of the colleague newsletter. The colleague newsletter was created with the intention to bring valuable, clear and coherent messaging to our internal staff across all of Go East Anglia, allowing the four companies to communicate on a monthly basis.

Internal engagement continues off-paper with staff engagement days, which involve free premium food and drinks with the chance to converse with fellow colleagues in a relaxed, workplace environment.

Here at Go East Anglia we value every member of our team equally and are continuously looking to improve equality within the workplace. In 2018 Go East Anglia has seen a 0.3% increase in female recruits. Although only a small increase, we are actively looking to improve this figure.

Over the past year Go East Anglia has led the way in progressive leadership and created a driver training school, with the idea that anybody can be a driver if they have a true passion for the job and a compassionate customer-focused mindset that is expressed daily to all of our customers and colleagues. Over the past 10 months, we have seen 13 new recruits join us through our driver training programme, with one-fifth being female.



Go East Anglia is firmly committed to giving back. That's why all members of staff have been given the chance to choose a 'Charity of the year'. The chosen charity will receive all of the proceeds we raise during the year. This year staff have chosen SSAFA, the Armed Forces charity. We have so far raised over £400 through coach remembrance days and bake sales.

Key highlights

£400

given to charity

0.3%

increase in female
recruits in 2018

88.5%

customer
satisfaction



Driver trainer Steve Bullock with fresh recruits who are ready to start a new, exciting career with Go East Anglia.

goeastanglia

Cleaner Environment



Here at Go East Anglia we consistently strive to improve our stance on the environment through multiple internal and external approaches.

80%
of our timetable printing is carbon neutral



One of our engineering apprentices learning from an established member of the engineering team.

Norwich is one of 32 UK cities exceeding air pollution levels set by the World Health Organization, a new report says. World Health Organization data shows the areas have fine particle air pollution levels above its limit of 10 micrograms per cubic metre. Particular areas in Norwich have been identified as having especially high levels, such as Castle Meadow in the city centre.

As a responsible transport provider to the Norfolk community, we take great pride in sustaining ethical working practices for the good of our environment and our customers throughout our day-to-day operations.

Go East Anglia thinks with the environment at heart by having over 80% of its printing produced by a carbon-neutral printing company certified by Carbon Neutral and making its timetables out of 100% renewable materials.

There has also been implementation in recent months of environmentally friendly Volvo B7TL buses. We currently have six on site and have retrofitted additional older buses within our fleet with a Euro 5 emissions upgrade; in total our fleet consists of 21.4% fitted with Euro 5 and an additional 37.9% fitted with Euro 4.

59.3%
of our buses are fitted with Euro 5 and Euro 4 emission upgrades.

Smarter Technology



Go East Anglia implemented the East Anglia buses app in January 2018, and we have seen a increase in users since initial launch.

The East Anglia buses app allows our customers to:

- buy tickets in the app to use immediately or save for later – and can gift mobile tickets to other people. Payments are made securely with credit or debit card, as well as PayPal.
- plan a journey on our network. The app will show valid journeys which include our buses and the relevant ticket that matches that journey.
- see real-time departure boards.
- view their bus on a map and track the next stop on your journey.

We have now fully integrated a social media platform which enables us to communicate and listen to our customers across a number of platforms more effectively.

We are integrated across our platforms on Facebook, Instagram, Twitter and YouTube. This allows us to monitor the conversations our customers are having about our services and interact more.

Our marketing is also more targeted as we can manage the timing of our messaging, delivering key content at times which are most relevant, including weekends.

We also utilise technology now more than ever and its ability to enhance driver learning. We use e-learning that is convenient and inexpensive – and a quick and easy way to record training compliance, but we also use face-to-face engagement that helps put future drivers at ease, should they have any questions or queries.



Steve Bullock, driver trainer.

Key data: Go East Anglia

	2018/19	2017/18
Society		
Safety		
Bus accidents per million miles	67	66
Fleet with CCTV (%)*	68%	79.3%
Number of reported crimes*	4	0
Environment		
Carbon emissions per passenger journey (kg)	0	0
Community		
Community spend per employee (£)	1.56	5.87
Stakeholder events (number)	0	0
Customers		
Regulated/London excess bus waiting time (mins)	n/a	n/a
Expenditure on new buses in financial year (£'000)*	0	0
Average age of bus fleet*	12.5	10.3
Accessibility		
Bus fleet which is DDA-compliant (%)*	85%	96.2%
Our people		
Average number of employees*	375	375
RIDDOR accidents per 100 employees*	0%	1.23
Employee turnover rate (%)*	45.6%	41.2%
Absenteeism rate (%)*	1.3%	1.5
Training spend per employee (£)	£139.39	£150.61
Diversity		
% of female employees	12.3%	12%
% of Asian, black and other ethnic group employees	2.4%	3%
Finance		
Passenger volume growth (%)	-9.2%	

Key

+ for the reporting period

* as at the reporting period end

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

goeastanglia

More information

You can find out more about Go East Anglia by visiting our websites

www.konectbus.co.uk

www.chamberbus.co.uk

www.hedinghambuses.co.uk

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

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Summary Verification Statement from Bureau Veritas UK Ltd

Bureau Veritas UK Ltd (Bureau Veritas) has provided verification for The Go-Ahead Group plc (Go-Ahead) over selected sustainability indicators contained within the Group's Annual Report. The information and data reviewed in this verification process covered the period 2 July 2017 to 30 June 2018.

The full verification statement including Bureau Veritas' verification opinion, methodology, recommendations and a statement of independence and impartiality will be released alongside the Group's Sustainability Report and can be found on the Go-Ahead Group website:

www.go-ahead.com/sustainability

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



Bureau Veritas UK Ltd
August 2018

We're part of The
Go-Ahead
Group