



Go East Anglia
Sustainability Report 2017

Photo credit: AtoBetter

ABOUT US

Go East Anglia encompasses Anglianbus, Chambers, Hedingham and Konectbus. Some 7.3 million journeys are made each year on its services and over 370 people are employed.

The forming of the name Go East Anglia was designed in 2015 to bring together the separate businesses in terms of identifying opportunities to work collectively across the geographical area and introduce the idea of sharing best practice as part of a wider group.

The network covers Norfolk, Suffolk and Essex providing essential links to local towns and hospitals, retail parks and places of education. Places served include Norwich, Swaffham, Bungay, Bury St Edmunds, Sudbury, Braintree, Colchester and Clacton.



We're part of The
Go-Ahead
Group

In this report

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Our reporting structure

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



Society

To run our company in a safe, socially and environmentally responsible manner.
page 6



Customers

To provide high quality, locally focused passenger transport services.
page 8



Our people

To be a leading employer in the transport sector.
page 10



Finance

To run our business with strong financial discipline.
page 12

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For more information, visit our websites:

- [www.anglianbus.co.uk](#)
- [www.chambersbus.co.uk](#)
- [www.hedingham.co.uk](#)
- [www.konectbus.co.uk](#)
- [www.norwichparkandride.co.uk](#)

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MANAGING DIRECTOR'S MESSAGE

“Go East Anglia has made progress during the 2016-17 year to rationalise its operations and develop its team. I am delighted to have been appointed to lead our people forward to realise opportunities to serve our local communities.”

Jeremy Cooper
Managing Director



Go East Anglia has faced a difficult year in 2016-17, however we are now better placed to develop our business going forward.

Former Managing Director Gavin Hunter oversaw a period of rationalisation during the first half of the year in the Hedingham business, where it was sadly necessary to close our Tollesbury depot to successfully reduce overhead costs in Essex.

Since the New Year Interim Managing Director Andy Hopkins helped to develop the people in our team with a rationalisation of personnel policies and new training and development opportunities for existing staff. This will lead on to the inclusion of GEA in leadership review and graduate trainee programmes for the first time, along with the development of a PCV training facility to help create a better trained and more diverse workforce.

We continue to take a positive and responsive approach to our local communities. In Essex and South Suffolk we have provided the local authorities with re-planned school bus networks to reduce their overall costs whilst

at the same time ensuring we will have a viable business in 2017-18. We have also taken opportunities to expand the commercial network, where opportunities present themselves, and are engaged with Essex County Council in a Quality Bus Partnership on route 88.

We have had to make substantial cut backs to our Beccles based Anglian bus operation. We have been unable to sustain our previous level of operation in view of the level of competition from both large and small operators. However, we have continued to win some tenders at worthwhile rates and will persist with our core operation in the Bungay area. Significant reductions in overhead costs have already been achieved with the closure of the Beccles workshop and administration (with functions transferred to Konectbus).

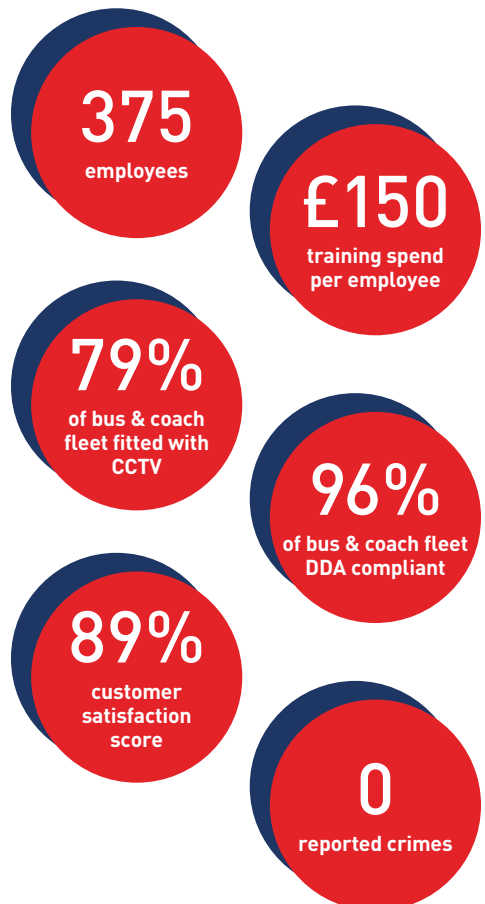
We continue to develop our successful Park and Ride operation in Norwich, and this was our first full year of operation. This is a substantial commitment on our part, with management and maintenance of the sites

included in the contract. Park & Ride has been key to the success of a number of high profile large events in the city centre, cementing its place in the community, and the increased advertising revenue from businesses keen to promote themselves via Park and Ride is encouraging on two levels!

Our core business of commercial local bus operations based in Dereham using the Konectbus brand suffered a mixed year. A number of adjustments to the network were made to better focus resources on customer needs. Local authority budgets remain under pressure. We continue to be proud of the substantial presence our distinctive vehicles have on the streets of a public transport focused city like Norwich, and believe that we have the opportunity to develop our business to support the needs of the city.

2017 highlights

- Continued development of Park and Ride partnership in Norwich
- Development of more efficient school contract routes in Essex and Suffolk
- Rationalisation of overheads in Essex and North Suffolk to reflect scope of operations
- Continuing to support local communities
- Improved staff policies and development throughout the business



OUR APPROACH

Today we strive to provide a reliable service people can trust. We aim to build journeys people look forward to. They will be stress-free, productive and seamlessly connected. We'll take care of our customers' needs, turning everyday journeys into positive experiences.

Go-Ahead has introduced the five inter-connected change themes. Please use the headings 'Lean', 'Technology', 'Experience', 'Cultural change', and 'Leadership' to draft the content to support your approach to sustainability. These can also introduce and align the themes of your case studies to show these themes in action.

Lean

In May 2017 we were able to launch a new bus service utilising our existing fleet of buses. Hedingham operates school contracts whereby the buses are not used outside of school times or on non-school days. With some clever scheduling a new Monday to Saturday service between Clacton and Colchester was launched. With a depot in Clacton the out of service mileage and paid time was kept to a minimum. The service was built on a lean and efficient cost base with the service being offered faster than the competing bus service. The buses used on the route were fitted with free WiFi to tempt car drivers into giving the bus a try.

Technology

In 2016 a new mobile ticket app was launched which allowed customers to buy their ticket on their phone – 'your phone is now your ticket' as some of our marketing said. Initially catering for Norwich Park & Ride, the product range has been expanded to include Anglianbus routes too, with Hedingham and Chambers not far behind. In 2017 the app included tickets for the Bungay to Norwich via Poringland corridor. The customer can purchase the ticket in advance and no longer has to worry about carrying the right change. The transaction between the customer and driver is sped up as the ticket machine is no longer required to print a ticket and the driver doesn't need to count change. For the company, dwell times at bus stops is reduced and it improves punctuality.



Customer Experience

In today's digital age where people's time is precious we have to make catching the bus as customer friendly as possible. We continue to enhance our websites which are mobile and tablet friendly in their layout. Where bus tickets can be purchased online, we link through and this is something we will develop further. Our systems feed through to on-street real time information which lets the customer know when the bus is scheduled and when it is due. This takes away the anxiety of wondering when the bus is coming and can allow the user to make use of the additional time. We also understand people like to pick up the phone and speak to a person with good local knowledge about the bus services and area.

Our five inter-connected change themes

1

Lean

Delivering what our customers want in more efficient ways.



See page 4

2

Technology

Using technology to improve processes, increase customer satisfaction and drive revenue.



See page 4

3

Customer experience

Considering every aspect of peoples' journeys to continually improve customer experience.



See page 4

4

Cultural change

Operating with aligned values and common goals.



See page 5

5

Leadership

Developing the Group's current and future leaders.



See page 5

Cultural change

Before 2010, all four companies that make up Go East Anglia were independently owned with a small family atmosphere and paternalistic leadership styles. Since acquisition by The Go Ahead Group each company have adopted more formal processes and procedures. This ensures consistency, stability and transparency at each company. In 2016, management discussed our company vision and values resulting in the mission statement above. The ultimate goal along with other Go Ahead bus companies is to provide a world where every journey is taken care of.

Leadership

The Go Ahead Group has a graduate scheme to recruit and develop senior managers for operating companies in the future. The bus industry needs to attract young people to it

with new ideas. The scheme is very hands on with the graduate spending time at multiple bus companies and learning every aspect of the business from cleaning and maintenance to schedules, driving and stakeholder relations. Patrick O'Rian joined Go East Anglia as an engineering graduate and was involved in several projects helping to improve processes and cut costs at Go East Anglia.

Employees within the organisation without a degree have the opportunity to develop and learn new skills. People come to the bus industry from all walks of life and often have transferable skills which can be used. Job opportunities for career development at Go East Anglia and within The Go Ahead Group are posted across our operating centres; in the last year this has included posts in Singapore and Germany.

SOCIETY

We believe a sustainable public transport network is essential to the future of any society. As a responsible employer, we strive to operate in a safe, socially and environmentally responsible manner. Go East Anglia is committed to making a contribution to the communities in which we operate.



Key highlights



Community

Across Go East Anglia we sponsor various local football teams by providing money for their football kit. In return, the company logo is printed on the front and we are mentioned and linked to on their websites and social media. Anglianbus are sponsoring Woodton United for a second year, as the company serves the village seven days a week. Hedingham has committed to a three year sponsorship of Wivenhoe United which is served by recently improved route 87 which now boasts free on-bus WiFi for customers. Konectbus sponsor Horsford United with the Norwich Park & Ride logo printed on their kit, this was arranged when the club needed to use a Park & Ride site in an emergency due to their car park becoming flooded. Our employees often get invited to watch the games, which is a nice gesture and brings the communities and companies closer together.

Konectbus was approached by Dereham Church Infant and Nursery School asking if we had a double decker available for them to convert into a library. As it happened, sister



“We are so so grateful for the very generous donation of the bus which will now spend its retirement making lots of 3 – 7 year olds happy, much better than ending its days in a scrap yard.”

Mike Flynn

Site Manager, Dereham Church and Infant School

company Hedingham had just withdrawn their Olympian double deckers from service as they no longer met the Disability Discrimination Act regulations. After meeting with the school to find out more about their vision for the project, we were happy to donate a double decker. A few months later the school unveiled the bus with local stakeholders invited, including Konectbus. The school is located in the heart of Dereham town centre which is a hub for Konectbus bus services. This donation has provided a fun area for children to read books and helped the school with a low cost solution to their space issue and budget.

Environment

Following an investment in 23 new buses in 2015, this year ten Optare single deckers had their engines upgraded to meet Euro 5 emission stands. Anglianbus and Konectbus bid for funding from Norfolk County Council whose Transport for Norwich strategy is to reduce harmful emissions in Norwich City Centre.

Unfortunately the 12 compressed natural gas buses at Anglianbus were transferred within The Go Ahead Group to Plymouth Citybus. Our operation at Anglianbus, which has faced stiff competition, could no longer sustain these buses with the infrastructure and overheads that came with them.

Safety

The safety of our staff, customers and the general public is paramount. CCTV plays an important role in preventing crime and anti social behaviour on our buses, which affects both our employees and passengers. Training for Drivers' Certificate of Professional Competence is undertaken by drivers which covers topics such as SAFED (Safe and Fuel Efficient Driving), customer care, disability awareness and accidents. In the maintenance workshops we have implemented '5S', which promotes quality standards and continuous improvement. We have regular meetings with a health and safety advisor from The Go Ahead Group, who advises on best practice with a kaizen continuous improvement philosophy.

Norfolk Accident Reduction Service

Norfolk Accident Reduction Service (NARS)

is this year's nominated charity for Anglianbus and Konectbus. At the Mid Norfolk Railway's classic bus and train rally, which Konectbus sponsored, free tours of the town were operated on one of our bendy buses, which all donations going towards NARS, who had a marquee and rapid response car on site all day.



CUSTOMERS

Our aim is to build loyalty with our customers and encourage them to travel with us again. We do this by building a lasting positive relationship with them.

Our relationship is built by attending bus user forums, conducting survey work on buses and at the roadside, and by providing a reliable, friendly and clean service. This results in customers feeling valued; by listening to their feedback and making suggested improvements, we will remain their preferred operator.

Key highlights



Volume growth

In late 2016 Heddingham entered a voluntary Quality Bus Partnership with Essex County Council and First Essex. Route 88 between Halstead and Colchester via Earls Colne is served hourly by Heddingham and by First Mondays to Saturdays. The Sunday service is operated under contract to Essex County Council by Regal Busways. The partnership has seen the overall timetable simplified which makes it easier to market and understand. The most tangible outcome to the customer is all tickets are valid on all route 88 buses, regardless of the operator. This has effectively doubled the frequency to every 30 minutes to a holder of a return, weekly and monthly ticket. A comprehensive timetable leaflet has been produced by Essex County Council including the new 'Route 88' logo, full timetable and a detailed map. By increasing the frequency of the service it should stimulate passenger growth and reduce congestion, benefiting society and the local economy.





Continued investment in the network

In May 2017 two new routes were added to the Hedingham and Konectbus networks. Route 37A operates between Mulbarton and Norwich every 30 minutes, 6 days a week. This route runs direct between the village and the city centre via Hall Road for the new Asda and Aldi supermarkets which wasn't previously offered. Route X76 between Clacton and Colchester was introduced and operates every 30 minutes, 6 days a week. This route operates fast between these two towns apart from through the University which has various barriers and unforgiving speed humps. We are competing with other bus routes, the train and the private car with a quick journey, smooth ride, excellent value fares and free WiFi on board.

Punctuality

Congestion is a growing problem in the cities and towns we operate in. As fuel price reduces and the economy picks up, people are making more journeys by car. Challenges this year include planned and emergency roadworks, accidents which bring towns and cities to a standstill, and new multi storey car parks opening. The latter is frustrating when working with local stakeholders as some are supportive of public transport and keeping the roads moving, whereas others have less of a long term vision. The bus offers a vital solution to congestion and by working in partnership with local authorities to invest in modern buses and bus priorities, we can strive to make buses the transport of choice.

"I would like to thank the Konectbus company for its good service over the past days when the Street in Brundall has been closed."

Passenger on Konectbus route 5A Travelling

Newmarket Road

One of the main arterial routes into Norwich has a very useful bus lane; Newmarket Road. This is used by several Konectbus routes including Thicketh Park & Ride. There is over 2 miles of bus lane which passes crawling traffic in peak times. Our Park & Ride buses have self-promoting rear ends to sell the benefits of using the service to habitual motorists.



OUR PEOPLE

Go East Anglia is a people-focused company which aims to support and inspire. Employees have the opportunity to develop and apply for promotions within the organisation as well as within The Go Ahead Group.

Key highlights



Mastering Management

This year managers and supervisors undertook a Mastering Management programme provided by The Learning Hub. The course took place over several months with whole days spent out of the business to focus on learning. The aim was to learn the basic principles of management: planning, organising, controlling, co-ordinating and communicating. The course leader provided examples from his own experience in industry and so did the participants by relating what was being taught to the roles that people do within Go East Anglia. The goal was to enhance management skills to improve the way the business operates; this would then have a long term impact on key performance indicators such as absenteeism, service delivery and employee engagement.

On-Board Forum

A new way for employees to raise issues within the business is through the On-Board Forum. The forum is split into two; one for Anglianbus and Konectbus, and the other for Chambers and Hedingham. Representatives are nominated for various parts of the business who raise issues at the monthly meetings. Minutes of the meetings are recorded and circulated across notice boards so everyone can see issues, actions and progress. This forum is crucial for getting tasks done and giving all employees a voice.



Internal Training and Progression

We continue to advertise internally and externally for new job positions. This year, drivers have progressed to supervisor and management roles including that of Operation Supervisor, Revenue Manager and HR Assistant. This shows that we value the importance of job rotation for employees to gain experience in other departments of the business. Also, where people have experience and ambition to acquire more responsibility, there is the opportunity to be promoted. All positions are advertised on notice boards.

Employee Engagement Survey

We still have some progress to make regarding staff morale. The latest employee engagement survey shows we have a demotivated workforce who aren't engaged with the company's vision & values, and don't feel they are listened to. The On-bus Forum has been set up to improve communication so issues that matter to people are not ignored. Being a lean business and also being geographically spread out it is challenging.

On Board Forum

An issue raised at the On Board Forum at Anglianbus and Konectbus is the issue of reverse parking for employee's cars at the depot. It is safer to reverse into a space than reverse out of it. Where possible employees have been advised to.



Gender diversity

All employees



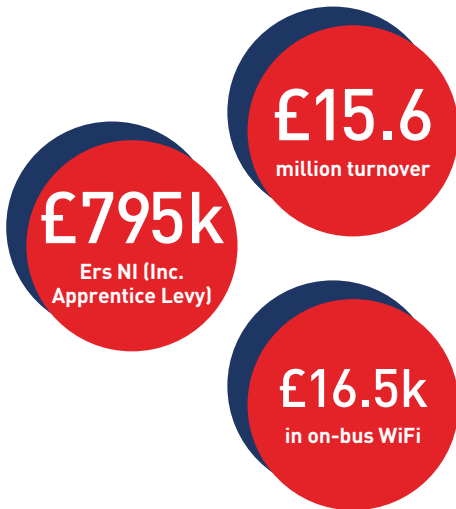
- Male **88%**
- Female **12%**



Go East Anglia acquires additional work through contracts and special events including rail replacement, which helps to achieve the company's targets.

Each one of our 7.3 million journeys taken on our services every year is important to us. During the year; Anglianbus, Chambers, Hedingham and Konectbus made a direct contribution to the economy by providing people with a convenient way to get to work, shops, key services and leisure activities each day.

Key highlights



This year we provided emergency rail replacement cover in Clacton when a tidal surge threatened to cause severe flooding in the area. Several double deckers were on standby at a few hours' notice to evacuate people if required. We work closely with events such as Take That, Lets Rock, Little Mix, University Event Days, which includes providing a commercial bus service so people can get to their event hassle-free.

Hedingham has been successful in winning contracts from Essex County Council at sustainable prices, which means the company is building on a solid foundation. Submitting commercially unsustainable prices is not a practice we entertain at Go East Anglia as this causes uncertainty, extra work and inconvenience for all involved. A significant proportion of the Chambers business is based on Suffolk County Council school contracts which are up for renewal this year. To mitigate the risk we have worked closely with a local school to build their requirements into our commercial bus network.

Rail Replacement Work

Throughout the year we have undertaken Rail Replacement work for Greater Anglia. During Latitude Festival, Anglianbus and Konectbus provided four standby buses across Norfolk at various rail stations. This is additional revenue for the company and different work for the drivers, which they enjoy.



KEY DATA: GO EAST ANGLIA

2016/17 2015/16 2014/15

SOCIETY

Safety

Bus accidents per million miles	66	60.0	46.6
Fleet with CCTV (%) ⁺	79.3	63.2	43.3
Number of reported crimes ⁺	0	2	-

Environment

Carbon emissions per passenger journey (kg)

Community

Community Spend per Employee (£)	5.9	5.2	15.21
Stakeholder events (number)	c.60	-	-

CUSTOMERS

Customer satisfaction (Latest Passenger Focus score) (%)	89	86	95
Deregulated/local bus punctuality (%) ⁺	91.2	92.7	92.4
Expenditure on new buses in financial year (£'000) ⁺	0	4,480	643
Average age of bus fleet [*]	10.3	11.0	11.5

Accessibility

Bus fleet which is DDA compliant (%) [*]	96.2	59.4	54.8
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OUR PEOPLE

Average number of employees ⁺	375	420	381
RIDDOR accidents per 100 employees ⁺	2.02	0.80	1.6
Employee engagement index	47	49	-
Employee turnover rate (%) ⁺	41	29.2	37.6
Absenteeism rate (%) ⁺	1.5	2	2.4
Training Spend per Employee (£)	150.61	72.66	36.25

Diversity

% of female employees	12	9.5	13.4
% of Asian, black and other ethnic group employees	0.8	1.7	2.4

FINANCE

Passenger Journeys (m)	7.359	8.453	8.0
Passenger volume growth (%)	(12.9)	9.1	(4.2)

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

More information

You can find out more about Go East Anglia by visiting our websites
www.anglianbus.co.uk
www.chambersbus.co.uk
www.hedingham.co.uk
www.konectbus.co.uk
www.norwichparkandride.co.uk

Extra information on how Go East Anglia manages sustainability can be found by visiting 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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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 Key Performance Indicators (KPI) data contained within the Group's Annual Report. The information and data reviewed in this verification process covered the period 3 July 2016 to 1 July 2017.

The full verification statement including 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

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



Bureau Veritas UK Ltd
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Go-Ahead
Group