

# Building a firm base for all

Go East Anglia  
Sustainability Report 2019



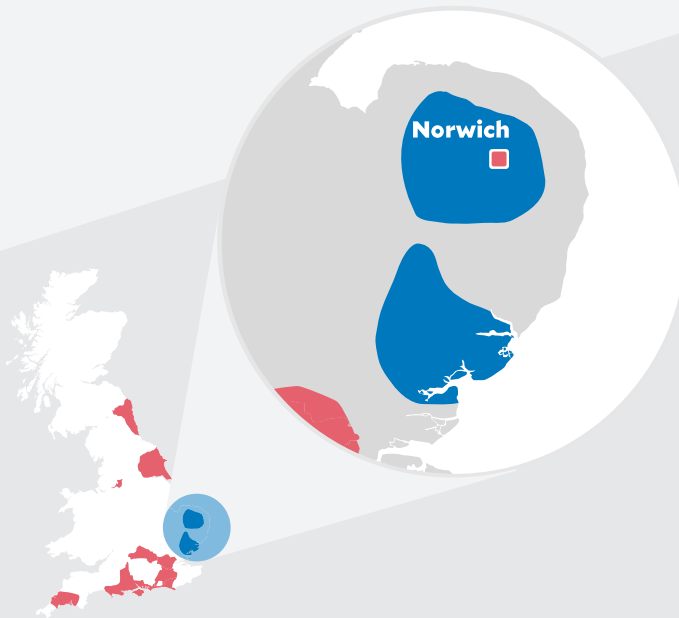


**Go East Anglia operates bus services across Norfolk, Suffolk and Essex under the Chambers, Hedingham, Konectbus and Norwich Park & Ride brands.**

We provide a bus network of routes across towns and villages throughout East Anglia with larger hubs in East Dereham, Norwich, Clacton-on-Sea and Colchester.

We carry seven million passengers per year on 159 local bus routes, which includes bespoke school contract operations.

We currently employ more than 350 people and continue to attract applicants from the local community with our range of employment and training opportunities.



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## Find out more...

### Twitter:

@konectbus  
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@chambersbus

### Website:

konectbus.co.uk  
norwichparkandride.co.uk  
chambersbus.co.uk  
hedingham.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 local authorities to provide efficient and effective solutions.

→ Read more on page 4

### Stronger communities

To support colleagues with fundraising events that support the local community.

→ Read more on page 5

### Happier customers

To gain more happy customers and reward colleagues when they receive positive feedback.

→ Read more on page 7

### Better teams

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

→ Read more on page 8

### Cleaner environment

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

→ Read more on page 10

### Smarter technology

To implement new market leading technology and adapt it accordingly.

→ Read more on page 11

# Managing Director's message



## 2019 highlights

- Significant progress has been made in turning the business around
- Improved delivery standards and best value fares
- Expanded network routes across Norfolk and Suffolk
- Invested in contactless payments throughout the entire fleet.
- Combined four business entities to create Konectbus Ltd
- Offered customers more freedom and flexibility of travel through app ticket sales
- Growing number of female employees
- Investment in recruitment and training

We have made substantial progress in 2018–19 to turn around the Go East Anglia business.

I am grateful for the support of the team during these challenging periods of significant change.

The media often presents 'Business Turnarounds' as a period of cutbacks and price increases.

Our business has faced many challenges during this time but despite having to discontinue areas of the business, we have invested in providing good quality replacement vehicles and infrastructure. We have enhanced our employee training programmes and pegged our fare increases against inflation to ensure bus travel remains affordable.

Since the launch of the East Anglia Buses app in 2018, we have seen a notable shift by our customers using new technology to buy bus tickets.

The app continues to improve our customers' overall travel experience through regular updates and enhanced security features.

We have seen more customers purchase long-term tickets at discounted rates, so they can enjoy the freedom and flexibility of our bus networks.



The financial year ended with preparation for the launch of contactless payments onto our buses. In the first few weeks of 2019–20, more than 20% of on-bus fares were purchased with contactless payments.

### **Expanding our network**

We secured several routes in Clacton, following the closure of First Group's town depot and have invested in our fleet of vehicles to enhance our offering.

We acquired Euro 5 emission vehicles from Go Ahead London and Carousel Buses and a fleet of eight ten-year old Scania double-deckers, which have since been refurbished, from Metrobus.

These buses are now deployed on our long route from Colchester to Sudbury and Sudbury to Bury St Edmunds delivering a touch of class.

Our improved delivery standards and better value fares have resulted in a modest increase in passenger numbers.

To tackle service delivery issues at our Dereham depot, we replaced many of our single-decker buses with solid second-hand Mercedes.

We have invested in the recruitment of more skilled employees into the engineering team.

Away from the public eye, our accounts and commercial teams have done sterling work in hiving up the business into a single legal entity.

This has resulted in a vast simplification of effort for internal and external reporting. This has saved us time and money that can now be reinvested into supporting our customers and colleagues.

We are proud to have significantly expanded the range of training that we offer through in-house providers and external training resources.

Besides our established engineering apprentice scheme, we have offered refresher training for our engineering teams, career development for management and supervisors, and technical development for accountants and the commercial team.

Our driver training facility offers a steady stream of new trainees, including a growing number of female employees, all trained to the high-standards expected by our business.

This improved business structure, better fleet and our increasingly skilled staff, I believe, places us in good stead for the future.

We are excited by the opportunities proposed by the successful Transforming Cities Fund bid which is led by Norfolk County Council.

We have committed to being at the heart of this project which acknowledges the role public transport has in tackling poor air quality and global warming and increasing social mobility and accessibility.

In September 2018, we designed and implemented an enhanced Park & Ride operation for the Norfolk and Norwich University Hospital to ease pressure on the Hospital car park. This has proved enormously popular with staff and patients. Although it is subsidised by hospital parking charges it is a great example of how public transport can solve parking and transport problems.

With a challenging year behind us, we now look forward to a more secure business and opportunities available in 2019–20.

**Jeremy Cooper**  
Managing Director

# Finance

Go East Anglia makes a direct, positive contribution to the economy by providing a safe, efficient and convenient service to our customers, with a total of 7 million journeys undertaken annually.

## Facing challenges

Go East Anglia faces a number of challenges as we continue to implement the recovery plan to bring the company into profit.

We have completed a comprehensive review and as a result a number of loss-making routes been either restructured or withdrawn from the network.

Whilst we were able to re-deploy a number of our employees, this did lead to a small number of redundancies.

We continue to renegotiate contracts with local councils to ensure we offer best-value whilst still receiving a sustainable contract price that allows us to deliver a reliable service across the East Anglian region.

We have taken to reduce the administrative burden of running four separate companies by combining them into one, under **Konectbus Ltd**. However, we are still retaining the well-established and locally recognised brands that our customers know.

Go East Anglia continues to make a positive contribution to the local economy. We provide jobs to local people, offer a safe passenger service to our customers and support local businesses, charities and the community by supporting special events.



## Key highlights

# 7.0m

passenger journeys undertaken

# 6.5m

miles travelled

# 358

employees based over nine sites

# 190

buses within our fleet



# Stronger communities

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

**Go East Anglia** provides many vital transport links to our local communities.

We pride ourselves in our work we have done with local authorities to identify efficiencies and reduce contract costs for school transport and local bus services.

In 2018-19, we took over First Group's bus operations in Clacton-on-Sea and routes operated by Coach Services in Watton and Sanders Coaches in Ludham and Stalham.

In each case we have added marginal additional operations to our core business with innovative and imaginative solutions for the benefit of the community and expansion of our business.

We continue to deliver the imaginative Park & Ride operation in Norwich. It is unique, as it is the only business in the UK to cover operational costs and infrastructure repair with commercial revenue. The success of this proposition has enabled Norfolk to retain a substantial budget for supporting rural bus services.

We are continuing to develop our collaboration with the B.I.D in Norwich, having extended our operating hours last summer to support their "Head Out, not Home" campaign

With many exciting projects planned during 2020, we will amalgamate our resources to support the B.I.D as they unveil across the city.



**Children and teachers** at Mattishall Primary School enjoy their new learning hub having recycled one of our old buses into a library.

## Inspiring the younger generation

We donated an end-of-life double decker to Mattishall Primary School in Norfolk to replace their existing mobile library, which was in a poor state of repair. The school has since transformed the bus into a wonderful learning hub where the children can take time out to read and learn away from the classroom.

## Building ties with local sports clubs

Inspiring our young local football stars, we continued our sponsorship of the Horsford Hunters (under 9's) football team during their 2018-2019 season. Proudly wearing their kit branded in Norwich Park and Ride colours, they went on to win many games including the Norfolk Youth Combination Kappa Cup and Carrow Road Trophy.



**Horsford Hunters (under 9s)** had many reasons to celebrate following their match success last season.

# Stronger communities continued

## The Benjamin Foundation

Park & Ride has supported the Norfolk-based well-being charity **The Benjamin Foundation**, during its 25th anniversary year. We promoted their ceramic butterflies campaign with on-bus and timetable advertising and by renaming four Park & Ride buses after the Foundation's key values.



**John Charley**, Trainee Commercial Officer shakes hands with Colin Lang MBE of The Benjamin Foundation.

## Clacton Airshow

As well as operating the local bus network in Clacton-on-Sea, we now provide the Park & Ride service for the town's largest event, The Clacton Airshow.



**The Hedingham Park & Ride Service** helped to reduce congestion during the Clacton Air Show.

## Mid-Norfolk Railway

### Supporting local heritage

For the fourth consecutive year, Konectbus sponsored the local vintage bus and coach rally in East Dereham, organised by the Mid-Norfolk Railway.

Konectbus displayed four buses on the day with employees on-hand to supply information and supervise children (and parents!) sitting in the drivers' seats. It was also an opportunity to give out our '20 years of Konectbus' flyer, which included the company history, upcoming news and recruitment information.



**Bus enthusiasts** enjoy a sunny day at Mid-Norfolk railway's vintage bus and coach rally.



# Happier customers

Our customers need up-to date, accurate and well-presented information. They want to be greeted by a friendly driver and ride on a clean, smart bus. They want a network of services that goes where they need to, at a price they can afford.

## Customer satisfaction

We were delighted to receive 94% customer satisfaction in the **2018 Transport Focus Bus Passenger Survey**.

During the year we have continued to invest in our customer service team, providing face-to-face support at our local bus stations in Norwich and Clacton.

The team provides vital and ongoing support for our customers, which proved highly beneficial when supporting and educating customers during the switch over to app payments earlier this year.

From our Clacton depot, we deliver our school service as part of our contract with Essex County Council. Our customer service team play a vital part in ensuring our customers (parents and students) are fully informed and kept up-to-date with regular travel information and service updates.

Our investment in the broader infrastructure of the business has enabled us to maintain standards of operational delivery for customers, whilst our in-house CPC training has given drivers a clear brief to always go the extra mile when dealing with customers.

**“Your drivers always go above and beyond to ensure I get home safely.”**



## Key highlights

# 94%

customer satisfaction achieved



**Sharon Walsh**, our customer service administrator in Clacton always puts the customer first.

# Better teams

At Go East Anglia, we recognise the benefits of employing a diverse workforce and invest in our employees.

## Learning and development

Our training schools have successfully trained 33 new PCV licence holders, who have all been employed to drive our buses.

We have provided training for our driver mentors, supervisors and the management team in order to strengthen our skill base and become more efficient and effective in our day-to-day roles.

Our engineering team includes four apprentices at various different stages of their apprenticeship, all of whom play an active part in maintaining the fleet.

This year, we have recruited a trainee management accountant and trainee commercial officer in order to strengthen the back office team and support our front-line staff.

## Diverse workforce

Go East Anglia is committed to being inclusive and employing a diverse workforce.

By July 2019, we had increased our female employees to 12.9 % with 18 female recruits, including 11 drivers, amongst whom were the first female drivers at our Sible and Sudbury depots.

We actively seek to attract more women to join the bus industry and aim to achieve a 20% female driver ratio by 2025.



## Key highlights

# 33

new PCV drivers trained

# 18

new female recruits

# 20

in-house CPC training sessions

# 5

apprenticeship programmes running at Go East Anglia



**Lydia Gostling, Elizabeth Roberts and Katherine Voyce** join other women from across the Go-Ahead group to learn more about the Women in Bus network.

## Women in Bus

Our parent company, the Go-Ahead Group, recently launched a Women in Bus network to empower women from across all Go-Ahead bus operating companies. We supported the group by sending our colleagues from across the business to the launch event.

## Employee standards

Go East Anglia continues to drive improvements in employee standards, training schools and an established mentor network offers our drivers advice and, where appropriate, more advanced training.

We have successfully launched our in-house CPC training holding over 20 sessions to improve our driver's skills and capabilities and our engineers have received inspection training throughout the year to help improve first time fault fix.

## Graduate training schemes

The new Open Data requirements have meant that we have had to upskill our commercial team. Our first graduate recruit has had a successful year learning the business and will spend her second year leading the operations team at Sudbury.

Two additional graduates have been taken on for 2019 as we grasp the opportunity to expand the skills available amongst our management team.

We actively engage with our colleagues through a monthly Staff Forum and newsletter.

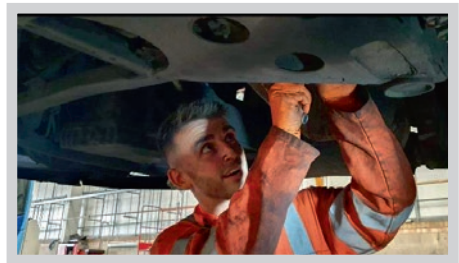
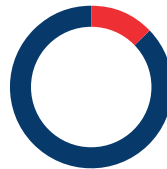
We have reviewed our staff policies and procedures contained within our employee handbook to offer clear advice and guidance.



**Elizabeth Roberts** recently became Operations Manager at our Sudbury Depot following the successful completion of the GO- Ahead Graduate Trainee programme.

## All employees

● Male: **87.1%**  
● Female: **12.9%**



**Jake Galea-Pace**, one of our latest graduate trainees gains first hand experience of working on the buses.

# Cleaner environment

Here at Go East Anglia we strive to focus on improving our impact on the environment through multiple internal and external approaches.

## Investment in our fleet

Buses must be seen as a solution to tackling poor air quality. We must ensure our fleet is as environmentally friendly as possible. Most of our buses operate in rural areas. However, we also serve urban centres such as Norwich and Colchester, where there are congestion and air quality issues.

During 2018-19, we introduced a number of Euro 4 and 5 vehicles cascaded from Go Ahead London and Carousel Buses to enable us to offer a more efficient and sustainable fleet. This has allowed us to remove Euro 2 buses from the fleet.



## Key highlights

# Euro 4 & 5

buses introduced on inner city centre routes.

The reduction in losses and wider improvements to business efficiency has led to a decision to invest in brand new vehicles in 2019.



The Euro 5 now operating across Norwich City Centre.

# Smarter technology

The world is changing and technology moves fast. At Go East Anglia, we believe in being as innovative as we can and giving customers what they need.

2019 brought major investment in contactless technology for our business, with all our vehicles now having the capabilities to accept quick card payments.

Switch over has been positive, with over 20% of payments now being made contactless within eight weeks of launch.

The new East Anglia Buses App was introduced in 2018. This has continued to be refined to meet both our customer and the business needs. Meanwhile, we have provided extensive customer service support to help educate and support customers on understanding new technological advancements to bus travel.

We have developed internal systems for our operations, engineering and commercial teams to drive our Key Performance Indicator reporting. This is used by management on a day-to-day basis and ensures that we offer the most efficient and effective service possible and allow us to be reactive in response to challenges, such as road closures and diversions.



## Key highlights

# 20%

of all payments made contactless since launch.



**Bus Driver Rob Cowling** with a newly-installed Electronic Ticketing Machine.

# Key data: Go East Anglia

	2018/19	2017/18
<b>Safety</b>		
Bus accidents per million miles	69	67
Fleet with CCTV (%)+	100	68
Number of reported crimes+	2	4
<b>Customers</b>		
Customer satisfaction (%)	94	89
Passenger journeys ('000)+	7,044	6,685
Bus total vehicle km	10,409,359	10,347,308
<b>Bus fleet</b>		
Number of buses	190	206
% of fleet with Euro 4 (%)	25.8	37.9
% of fleet with Euro 5 (%)	31.1	21.4
Average age of bus fleet	12.2	12.5
<b>Accessibility</b>		
Bus fleet which is DDA compliant (%)	97.4	85
<b>Our people</b>		
Average number of employees	372	375
<b>Employee H&amp;S:</b>		
Total RIDDOR accidents per 100 employees	0	0
Number of physical assaults on staff+	1	1
<b>Employee KPIs:</b>		
Employee engagement index	49	49
Average length of service in years/months	5 yr 8m	4yr 5m
Employee turnover rate (%)	37.9	45.6
Absenteeism rate (%)	1.6	1.3

	2018/19	2017/18
<b>Training:</b>		
Number of staff training days	<b>281</b>	273
Total spent on training (£)	<b>£75,882</b>	£52,273
Training spend per employee (£)	<b>£204</b>	£140
<b>Diversity by gender:</b>		
Average number of female employees	<b>48</b>	46
Female employees(%)	<b>12.9</b>	12.3
<b>Diversity by ethnic group</b>		
Average number of black, Asian, minority ethnic (BAME) employees	<b>6</b>	9
<i>(BAME) employees (%)</i>	<b>1.6</b>	2.4
Average number of white employees	<b>263</b>	302
<i>White employees (%)</i>	<b>71.3</b>	80.5
<i>Ethnic group not disclosed (%)</i>	<b>27.1</b>	17.1

**Key**

+ For the reporting period

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: [go-ahead.com](http://go-ahead.com)

## More information

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

[www.konectbus.co.uk](http://www.konectbus.co.uk)

[www.norwichparkandride.co.uk](http://www.norwichparkandride.co.uk)

[www.chambersbus.co.uk](http://www.chambersbus.co.uk)

[www.hedingham.co.uk](http://www.hedingham.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:

7 John Goshawk Road  
Dereham  
Norfolk  
NR19 1SY

Feedback [@konectbus.co.uk](mailto:@konectbus.co.uk)

## 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 1 July 2018 to 29 June 2019.

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:

[go-ahead.com/sustainability](http://go-ahead.com/sustainability)

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Bureau Veritas UK Ltd  
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