



Focused on
partnership

About us

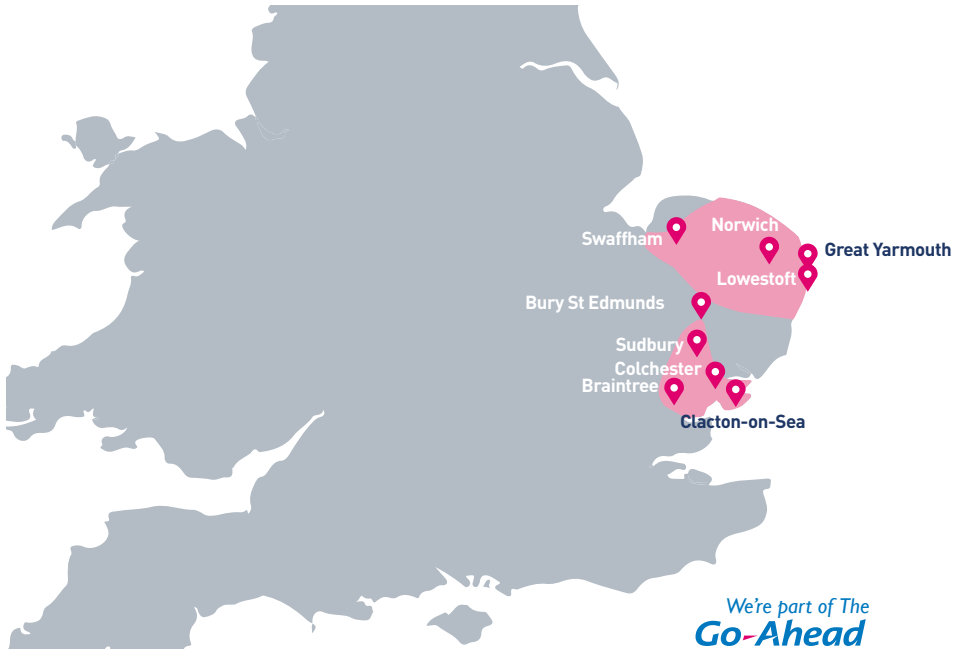
Go East Anglia encompasses Anglianbus, Chambers, Hedingham and Konectbus. Some 8 million passenger journeys are made each year on its services and over 370 people are employed.

The forming of the branding name Go East Anglia was designed in 2015 to bring together the separate business in terms of identifying opportunities to work collectively across the geography and introduce the idea of sharing best practice with being part of a wider group.

Our network covers Norfolk, Suffolk and Essex providing essential links to local towns and hospitals and places of education. Places served include Norwich, Great Yarmouth, Lowestoft, Bury St Edmunds, Sudbury, Braintree, Colchester and Clacton.

Where we operate

Norfolk, Suffolk and Essex.



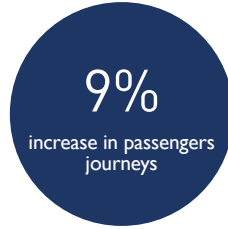
We're part of The
Go-Ahead
Group

In this report

2	Managing Director's message	6	Society
4	Our approach	8	Customers
5	Our stakeholders	10	Our people
		12	Finance

Highlights

- Launch of new Norwich Park & Ride network
- Norwich Park & Ride m-ticket app goes live
- Buses with USB charging points enter service
- Introduction of 5S in the workplace
- Shortlisted for UKBA National Bus Driver of the Year



Website:

www.anglianbus.co.uk
www.chambersbus.co.uk
www.hedingham.co.uk
www.konectbus.co.uk
www.norwichparkandride.co.uk



Twitter:

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Managing Director's message

"Within this financial year we invested £4.8m in key areas of our businesses including; purchasing new vehicles for the Norwich Park and Ride contract and key services across our companies, installing CCTV systems and linking our real-time vehicle tracking systems."

Gavin Hunter,
Managing Director



Since Konectbus became part of Go-Ahead in March 2010, with Anglianbus, Chambers and Hedingham joining in 2012, we have continued to deliver high quality passenger transport, which has consistently achieved a very high passenger satisfaction rating in the independent Passenger Focus Survey.

We are very proud to have received a high level of positive feedback from customers, but we know there are always improvements to be made and we continue to raise standards in all areas within the East Anglia region.

In 2015 we invested £4.8m in key areas of our businesses including; purchasing new vehicles for the Norwich Park and Ride contract, key services across our companies installing CCTV systems, and linking our real-time vehicle tracking systems to bus stops and key passenger hubs to improve passenger access to information.

Winning the contract to run the Norwich Park and Ride services in September 2015 demonstrates the confidence Norfolk County Council have in us to deliver the largest Park and Ride contract in the UK.

We have also invested in new vehicles because we see this as a fantastic opportunity to support the vibrant and growing economy of Norwich whilst working closely with Norfolk County Council to deliver their environmental targets.

Our commitment to the local communities we serve has again been aimed at ensuring easy access for all.

Sponsorship of local sporting teams such as Woodton United FC, supporting local charities including the Mid Norfolk Railway and visiting local schools to highlight the benefits of travelling by bus have been at the core of our community involvement and we look forward to continuing to support our local communities by operating in a safe, socially and environmentally responsible manner.

Values and Vision

We aim to continually raise the bar for ourselves and the industry in matters of customer service, accessibility and technical innovation, which is driven by customer focus and trust. We aim to deliver engineering excellence and continually raise standards of safety for our employees, customers, pedestrians, cyclists and other road users. We will set industry leading standards of engagement with, and involvement in, the communities we serve. We aim to be the operator and employer of choice.



Visit www.go-ahead.com/sustainability to find out more about our approach

Our reporting structure

We are committed to operating our bus 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.



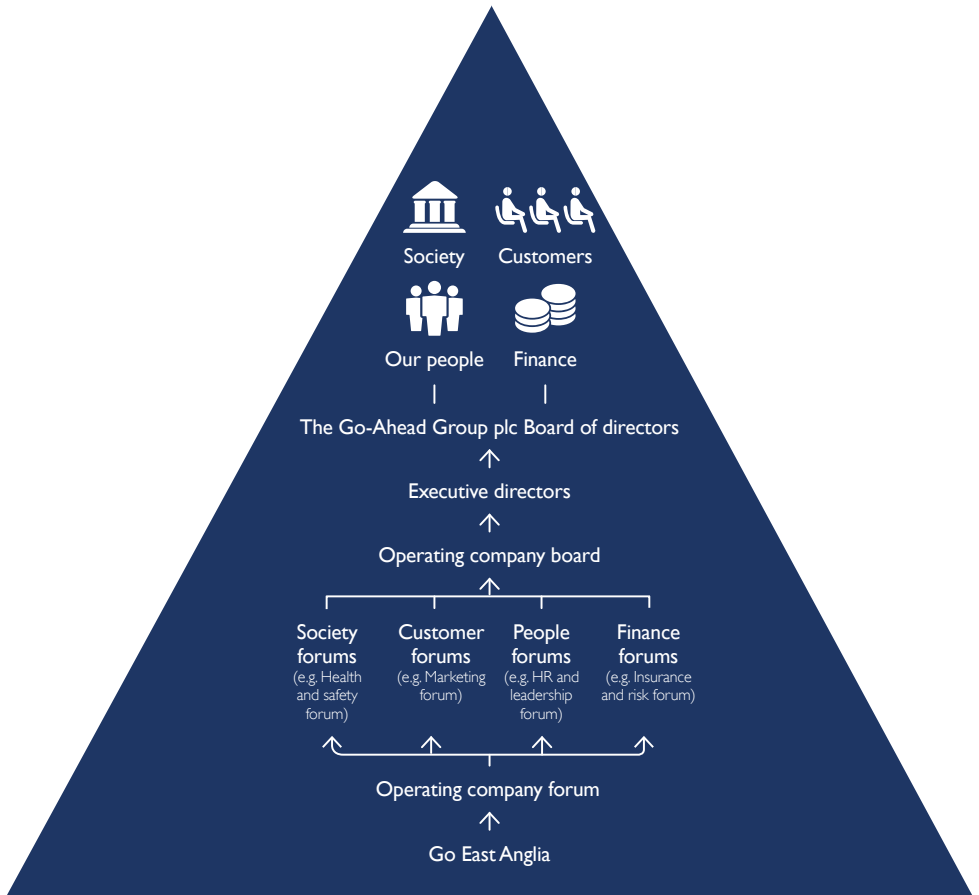
Visit www.go-ahead.com/sustainability to find out more about our approach

Our approach

The Group has a clear strategy to which the Board is committed. Our key performance indicators are linked to our strategic priorities.

Governance structure

Our Board of directors are committed to the principles of good governance. Through our robust internal framework of systems and controls, we strive to maintain the highest standards of corporate governance. The Board takes ultimate responsibility for sustainability, which underpins the Group's approach and activities.



Read more about our approach online at www.go-ahead.com/sustainability

Our stakeholders

Collaboration with stakeholders and partnership-working is fundamental in our approach to sustainability.

Stakeholder structure

As a bus operator, we face a wide range of complex issues. Some of those issues are within our control, some we seek to influence, and others are more challenging to manage and require partnering with pioneering and forward-looking groups.





Society

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.

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 accident reporting. In the maintenance workshops we have implemented '5S', which promotes quality standards and continuous improvement. We have regular meetings with a health and safety consultancy who advise on best practice with a kaizen continuous improvement philosophy.

Key Highlights

Christmas

jumper day

Supporter

of East Anglian Air Ambulance

2

buses donated to schools

Supporter

of local football team

Christmas Jumper Day



Christmas Jumper Day

At Anglianbus and Konectbus we took part in Christmas Jumper Day. All members of staff including drivers, customer service agents, supervisors and managers wore their favourite jumper for a donation. The money went to the East Anglian Air Ambulance. In addition to this we put out EAAA donations tins at Norwich Bus Station's information desk.

Environment

Anglianbus continues to operate twelve compressed natural gas (CNG) powered buses in Norfolk and Suffolk between Norwich; Great Yarmouth, Lowestoft and Southwold. This year we invested in 23 new buses to Euro 5 specification for use in Norwich, these operate through the Low Emission Zone in Castle Meadow.

Community

Anglianbus sponsored local football team, Woodton United's new football kit this year and we took a gas bus along for the launch and photoshoot. We think it is important to encourage people to play sport and support the local community where service 88 operates seven days a week.

The Friends of Pot Kiln School in Great Cornard received a double decker bus donated by Chambers. This will be used by the children as an outdoor learning and reading area, providing additional space to the school at no cost.

Colne School in Brightlingsea also received a double decker bus for use as a common room for pupils.

This year saw the first Vintage Transport Day at the Mid Norfolk Railway in Dereham. Konectbus was the official sponsor and entered three vehicles into the rally, including a bendy bus which did trips around the town and depot where people got to see behind the scenes activity.

The East Anglian Air Ambulance is the charity of choice at Anglianbus and Konectbus. The service saves countless lives across the region and relies on charitable donations. Any monies from unclaimed lost property is given to the EAAA.



Colne School



Colne School bus

Heddingham donated a double decker, surplus to requirements, to Colne School in Brightlingsea on the 87 route. Principal Nardeep Sharma contacted Engineering Manager Jeff Coward when additional space was required for a new common room. The bus is being used by pupils aged 11 and 12 who sit in it during break and lunch times. We were thrilled to be able to work with the school on this project, as we transport 150 pupils to the school from the Wivenhoe area.

Anglianbus and Konectbus sponsor GoGoDragons



Anglianbus and Konectbus became a sponsor of GoGoDragons! in Norwich. For 13 weeks 84 dragons hit the streets of Norwich for charity Break, which raises awareness and funds for vulnerable children and young people. Our dragon was designed by local artist, Fiona Gowen, who painted the dragon to include a map of the ancient world along with little monsters all over it. After holding a naming competition on social media, our dragon was named Dennis. This was excellent exposure for Anglianbus and Konectbus, as well as being an opportunity to give something back to the local community.



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



Improving Customer Experience

In June 2016, the Konectbus m-ticket app was launched, making Norwich Park & Ride tickets digitally available. The customer is now able to buy tickets on their phone for immediate use. This is more beneficial than buying tickets with cash or managing a smartcard account. Initial feedback has been positive. We hope to roll the app out to other Konectbus routes along with Anglianbus, Chambers and Hedingham.

Straight8 had new buses enter service in August 2015, boasting a new refreshed image with wood effect cafe-style flooring, comfy seats with leather headrests, free Wi-Fi and USB charging points. Straight8 links Dereham and Norwich directly via the A47 without stopping at any villages.

Following requests from customers, Anglianbus introduced 10 trip tickets to its Poringland to Norwich route as a trial. The uptake has been encouraging and there are plans to roll them out further across Go East Anglia.

m-ticket app

your phone is now your ticket

download the Konectbus app from your app store & buy your ticket in advance

available from
App Store Google Play

The Konectbus m-ticket app allows the user to purchase day tickets along with 10 day, weekly, 4 weekly and annual tickets on their phone. We have found that boarding with an m-ticket is the fastest ticket method reducing dwell times at bus stops and helping to keep the bus to schedule.

These flexible tickets are popular with people who work part-time who may get a lift to/from work. It means those passengers don't have to worry about having cash on them, as they have bought their tickets in advance. If we don't adapt our product range to meet today's workforce's needs, then we may lose their custom forever.

All Go East Anglia websites have a new Journey Planner feature whereby the user enters their origin and destination and their journey is planned out using next bus information, maps and journey time. Looking at Google Analytics, this has been a welcome modification to our mobile and tablet-friendly websites.

Positive feedback

All companies in Go East Anglia continue to score highly in the National Passenger Bus Survey where mystery travellers survey the whole passenger experience, including bus stop condition, available publicity, friendliness of the driver and cleanliness.

Providing additional services

Norwich Park & Ride operates Airport and Thickthorn sites on Sundays in December, as well as Bank Holiday Monday. During the Christmas period, Norwich Park & Ride was extremely busy. When there are long queues for certain sites, relief buses are added in as soon as possible so that people do not have to wait long at the bus stop for a bus to arrive.

Zero lost mileage approach

Across Go East Anglia we have a zero lost mileage approach with all members of staff with PSV licenses getting behind the wheel when the unexpected happens. This avoids passengers being inconvenienced by a service cancellation and it ensures managers are always aware of what is occurring at the frontline.

Discounted trips



Anglianbus has introduced 10 trip tickets to its Poringland – Norwich corridor. These tickets allow the customer ten discounted trips during a one month period. Following the success of this new flexible ticket type there are plans to introduce this across all Anglianbus and Konectbus routes.

All companies in Go East Anglia continue to score highly in the National Passenger Bus Survey where mystery travellers survey the whole passenger experience including, bus stop condition, available publicity, friendliness of the driver and cleanliness.



Our people

Go East Anglia is a people-focussed 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.

Feedback

Improving staff morale and being proud to work at Anglianbus, Chambers, Heddingham and Konectbus is important to us.

To achieve this, an independent research company collated an engagement survey to measure staff satisfaction. The survey allowed employees to state exactly how they feel about the company and the people they work for. The feedback will be examined and where we can identify areas which require attention within the business, positive changes will be made to create a happier and more satisfied workforce.

Various communication channels were used to encourage staff to participate in the survey and we are currently awaiting the results which we endeavour to use not only to benefit our people, but also the business as a whole.

Key Highlights

370

employees

Shortlist

Bus Driver
of the Year

5S

System

TUPE

employees joined



Apprentices

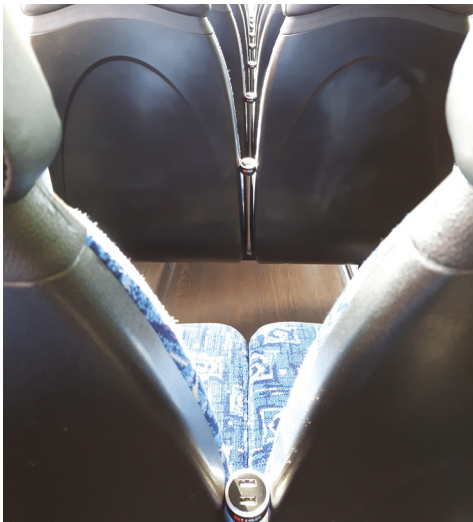
Training

We train our employees to help them be the best they can be. Drivers' Certificate of Professional Competence courses are tailored to meet the specific needs of the company, the area and the environment we serve.

Across the operating companies we employ apprentice mechanics who have the opportunity to learn skills whilst being paid. They receive additional education at college on certain days and have mentors who can monitor their progress. It is hoped that when they qualify, they will remain with the company for a successful career.

Staying connected

This year, Go East Anglia introduced its first USB charging points to its vehicles. Five new double deckers for Konectbus on service 8, which links Dereham and Norwich, were fitted with these parts, allowing people to stay connected whilst on the move.



USB charging points

Bus driver of the year



Chris Richmond, Bus Driver of the Year

Konectbus driver Chris Richmond was nominated for the UK Bus Awards Bus Driver of the Year category. This was a hard decision as all our drivers are excellent, but Chris stood out with the number of compliments he had received.

Chris is very keen on local history, so often goes the extra mile when tourists are on his bus requiring information. He is also a role model in terms of his presentation at work. Attending the UK Bus Awards ceremony in London was a proud moment for Konectbus, being on an industry stage, as it gave us the chance to showcase our high standards on an industry stage amongst other professionals in the business.

When interviewed for a job in 2013, Chris Richmond immediately came across as a smart and confident young man. His interest and enthusiasm for the job impressed the Operations Manager who had no hesitation in giving him a position.

Since 2013 we have received regular compliments about Chris. He is very professional and sets a fine example.



Finance

Supporting the local economy

Each one of the 8,018,153 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 every day.

Key Highlights



This year we provided transport to the Rod Stewart Greatest Hits concert at Norwich City Football Club. We teamed up with the club who promoted Norwich Park & Ride as the best way of getting to the venue. This generated additional revenue for the company.

Every year we provide transport between Norwich City Centre and the Royal Norfolk Showground by enhancing the frequency on the Konectbus service 4. This regional attraction brings additional revenue to this service as well as the network with Norwich Bus Station being used as a hub.

Hedingham has been successful in winning Essex County Council school contracts at sustainable prices for this year's tender round. By winning work at the right prices, it means that company is building on a solid foundation. Tollesbury depot is planned for closure due loss of contracts from this depot, making the operation commercially unviable.

Anglianbus and Chambers bid on tenders issued by Suffolk County Council. Konectbus and Anglianbus bid on tenders issued by Norfolk County Council and Hedingham bid on tenders issued by Essex County Council.

Throughout the year we have made a direct contribution to the economy through corporation tax and £858,000 in employees' pay and National Insurance.

Apprenticeship

Go East Anglia employs apprentices in the technical field progressing to NVQ Level 3.

Rod Stewart Concert

Norwich Park & Ride provided a Park & Ride service for the sell-out Rod Stewart Concert at Norwich City FC's Carrow Road Stadium. This was a great opportunity to work hand in hand with the football club and Norwich City Council.



Park & Ride services for the Rod Stewart Concert

Key data

Go East Anglia	2015/16	2014/15
SOCIETY		
Safety		
Bus accidents per million miles	60.0	46.6
Fleet with CCTV (%) ⁺	63.2	43.3
Community		
Community Spend per Employee (£)	5.20	15.21
CUSTOMERS		
Customer satisfaction (Latest Passenger Focus score) (%)	86.0	95.0
Deregulated / local bus punctuality (%) ⁺	92.7	92.4
Expenditure on new buses in financial year (£'000) ⁺	4.480	0.643
Average age of bus fleet*	11.0	11.4
Accessibility		
Bus fleet which is DDA compliant (%)*	59.4	54.8
OUR PEOPLE		
Average number of employees ⁺	420	381
RIDDOR accidents per 100 employees ⁺	0.80	1.6
Employee turnover rate (%) ⁺	29.2	37.6
Absenteeism rate (%) ⁺	2	2.4
Training Spend per Employee (£)	72.66	36.25
Diversity		
% of female employees	9.5	13.4
% of Asian, black and other ethnic group employees	1.7	2.4
FINANCE		
Passenger Journeys (m)	8.453	8.0
Change in passenger journeys (%)	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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Go East Anglia

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Dereham
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Email: gavin.hunter@konectbus.co.uk

Tel: 01362 851210



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

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