

KEY PERFORMANCE INDICATORS 2010 REPORT

The following summarises the findings of the Key Performance Indicators for 2010 compared to previous years' results.

CUSTOMER SATISFACTION

The aim is to monitor customer satisfaction by means of a cross selection of customer satisfaction surveys undertaken by each branch and trading operation. Any low scores, negative comments, or falling trends are under investigation by the Directors.

Results

Period	No of surveys completed	Overall average	Installation Quality	Programme Compliance	Problem Handling	Safety	Value added to Contract	Employ Again?
2010	41	8.5	7.7	8.2	8.8	8.9	8.1	9.4
2009	51	8.5	8.0	8.4	8.7	8.5	8.2	9.4
2008	44	8.0	7.6	7.9	7.9	8.1	7.5	9.2
2007	85	8.4	8.1	7.9	8.7	8.6	7.7	9.4
2006	79	8.4	7.7	8.0	8.7	8.5	8.1	9.3

Summary

The results show a fairly static result with no real change.

10 is the perfect score and we achieved this in every category as follows:

Installation Quality	12% - Above expectation
Programme Compliance	21% - Better than agreed
Problem Handling	60% - Totally satisfactory
Safety	43% - Excellent attitude and performance
Value Added	41% - Input had considerable benefit
Employ Again?	68% - Most definitely, subject to commercial consideration

We are currently looking into ways of improving the Customer Satisfaction KPI procedure.

EMPLOYEE SATISFACTION

The aim is to measure Employee Satisfaction by asking employees to score the following categories from 1 to 10: INFLUENCE, TERMS, ACHIEVEMENT, RESPECT, COMMUNICATION, AND SUPPORT for Staff, with additional elements of TRAINING and SAFETY for operatives. This also forms part of the Investors in People procedures. Any low scores are reviewed by the Directors.

Staff Satisfaction Results

"How satisfied are you with....?"	Very satisfied		Satisfied		Neither satisfied nor dissatisfied		Dissatisfied		Very dissatisfied	No of employee returns	
Score (a)	10	9	8	7	6	5	4	3	2	1	
Influence	11	26	42	9	8	2	1	0	0	0	99
Terms	7	18	52	9	9	3	0	1	0	0	99
Achievement	11	19	48	9	9	2	0	0	1	0	99
Respect	22	28	38	6	3	0	1	0	1	0	99
Communication	18	32	34	12	1	0	1	0	1	0	99
Support	17	30	35	10	5	2	0	1	0	0	100
Totals (b)	86	153	249	55	35	9	3	2	3	0	595

The Total Company Score using 1-10 scale is: (Grand total of employee marks - a x b)	4893
Total number of scores = (No. of questions x no. of employees)	595
Average score = (Total company score/Total no. of scores)	8.2

Note:

Total no. of employees	124
Returns received	99
% of Returns received	80%

Annual Comparisons

2009 average score = 8.3
 2008 average score = 8.3
 2007 average score = 8.2
 2006 average score = 8.2

Summary

This is a fairly static result showing our normal high level of staff employee satisfaction is being maintained through some challenging economic times. Another factor to note is that the percentage of returned forms is 80% compared with 75% in 2009.

Operative Satisfaction Results

Note: Some categories not marked by all employees as shown in number of employee returns column.

"How satisfied are you with....?"	Very satisfied		Satisfied		Neither satisfied nor dissatisfied		Dissatisfied		Very dissatisfied	No of employee returns	
Score (a)	10	9	8	7	6	5	4	3	2	1	
Influence	12	9	61	19	16	20	5	4	0	4	150
Terms	9	13	60	21	21	12	6	1	1	5	149
Achievement	20	26	55	15	16	8	4	1	0	4	149
Respect	18	12	62	23	15	8	3	4	0	3	148
Communication	10	12	66	24	14	13	4	4	0	1	148
Training	50	18	52	14	9	2	0	2	0	1	148
Safety	60	23	39	9	3	5	3	2	1	1	146
Totals (b)	179	113	395	125	94	68	25	18	2	19	1038

The Total Company Score using 1-10 scale is: (Grand total of employee marks - a x b)	7923
Total number of scores = (No. of questions x no. of employees)	1038
Average score = (Total company score/Total no. of scores)	7.6

Note:

Total no. of operatives	200
Returns received	148
% of Returns received	74%

Annual Comparisons

2009 average score = 7.9
 2008 average score = 8.0
 2007 average score = 7.9
 2006 average score = 8.4

Summary

A very slight fall compared to previous years could be seen as disappointing and any marks below 4 are being investigated by the Operations Director. However, the number of operatives returning their forms has increased substantially from 51% in 2009 to 74% in 2010 which indicates an increasing level of connection with the company. This is the highest percentage of responses received.

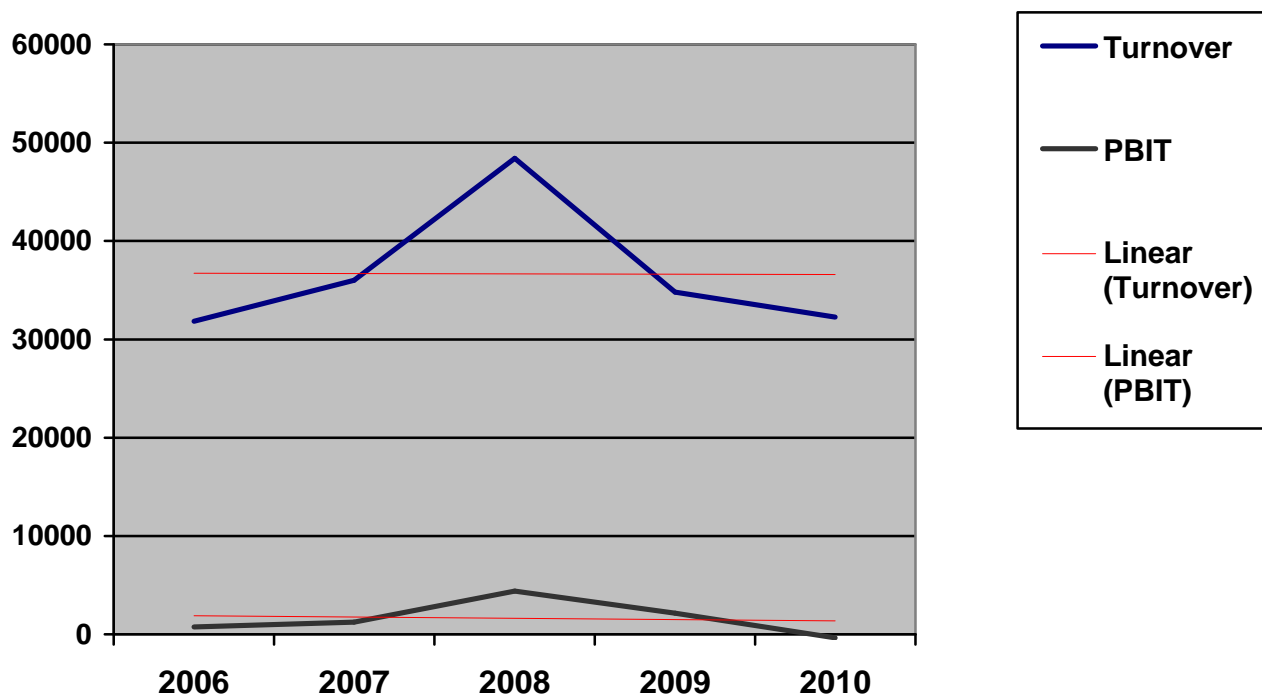
PROFITABILITY

The aim is to show company profit, before interest and tax, as a percentage of sales.

Results & Annual Comparisons

	2010	2009	2008	2007	2006
Turnover £000	32,260	34,790	48,400	36,015	31,838
PBIT £000	-364	2,149	4,392	1,224	733
%	-1.13%	6.18%	9.07%	3.4%	2.30%

Trend



Summary

2010 outturn was negatively influenced by the exceptionally adverse weather resulting in the loss of 3 months' productivity.

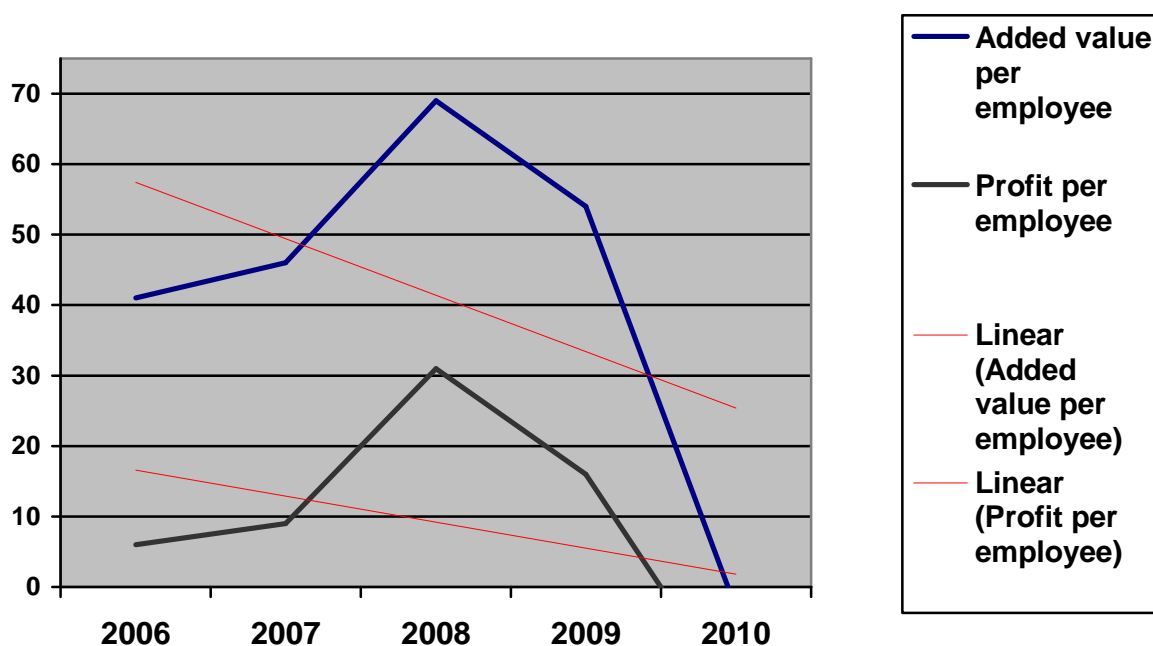
PRODUCTIVITY

The aim is to show company value added (turnover) per employee, excluding operatives.

Results and Annual Comparisons

	2010		2009		2008		2007		2006	
Turnover		32,260		34,790		48,400		36,015		31,838
Total Cost of Sales		-24,909		-24,488		-35,578		-26,822		-23,733
Total Overheads	9,494		8,153		8,430		7,968		7,371	
Less Staff Costs	-1,779		-5,344		-5,513		-4,995		-4,536	
		-7,715		-2,809		-2,917		-2,973		-2,835
Less Bought out Costs		0		0		0		0		0
Profit		-364		7,493		9,905		6,220		5,270
No of Employees		133		140		144		134		130
Added Value per Employee		-3		54		69		46		41
Total Staff Costs	1,779		5,344		5,513		4,995		4,536	
No of Staff	133		140		144		134		130	
Cost per Employee		13		38		38		37		35
Profit per Employee		-16		16		31		9		6

Trend



Summary

As with the profitability result, 2010 outturn was negatively influenced by the exceptionally adverse weather resulting in the loss of 3 months' productivity.

SUPPLY CHAIN

Preferred Supplier Performance Appraisal

The aim is to measure the performance of our Preferred Suppliers and the relationship between branch and supplier by undertaking an annual appraisal.

In 2005, as part of our Environmental Policy we added a new category – “Environmental Performance”. Branches were asked to comment on each supplier rather than award a mark. The “graded” mark was calculated centrally and is weighted in various criteria, e.g. written policy, ISO 14001, recycling, packaging, electronic communications. This has been reviewed and updated with further responses from the suppliers and information published on the supplier websites. It is important to note that this assessment relates purely to this information and not on any investigation or assessment of their actual processes or performance.

Results

	All branches & categories	Price Competitiveness	Support in Securing Contract	Ability to Secure Specs	Value Added (after order)	Technical Support	Problem Handling	Communication & Attitude	Product/ Service Quality	Delivery & Availability	Partnership Ethos	Environmental Performance	Management of Agreement
2010	7.0	6.8	6.4	7.0	6.4	7.2	6.8	7.2	7.5	7.1	7.0	6.9	7.2
2009	7.0	6.7	6.4	6.3	6.3	7.3	7.1	7.3	7.6	7.5	7.1	6.9	8.2
2008	7.0	6.8	6.5	6.2	6.3	7.3	7.1	7.3	7.6	7.4	6.8	6.3	6.7
2007	6.9	6.7	6.4	6.3	6.1	7.1	7.1	7.2	7.4	7.2	6.9	6.0	7.1
2006	6.9	6.9	6.4	6.3	5.9	7.1	7.2	7.3	7.6	7.3	6.8	3.0	7.1

Summary

Overall this is a pretty static result with room for improvement. Issues with certain suppliers have been addressed and we aim to improve this result for 2011.

Preferred Supplier Feedback

The aim is to obtain feedback from our Preferred Suppliers and the relationship between supplier and branch by asking a selection of our Preferred Suppliers to undertake an annual appraisal.

Results

Year	Supplier Average	Support to your operation	Workmanship	Problem Handling (site/ technical)	Management & Competence	Payments	Disputed Invoice Settlement	Communication & Attitude	Ability to win work
2010	7.8	6.6	8	8.1	8.4	8.7	8.4	7.7	7.5
2009	7.8	7.6	8.0	8.1	8.1	8.4	8.1	7.9	6.5
2008	7.3	7.0	7.0	7.3	7.8	8.8	8.6	7.4	5.9
2007	7.6	6.8	7.6	7.7	7.9	9.4	8.8	7.4	6.5
2006	7.7	7.4	7.6	7.5	8.2	8.9	7.9	7.8	6.6

Summary

No real change, small rises in some areas and small falls in others. Overall a static result.

SAFETY

Reports and statistics are provided quarterly by Safety Advisers and accident statistics are published annually on the company intranet. Incidents are analysed by branch and by type of incident.

In 2010 our incident rate (reportable accidents per 1000 employees) was 27.57

In 2009 it was 6.51

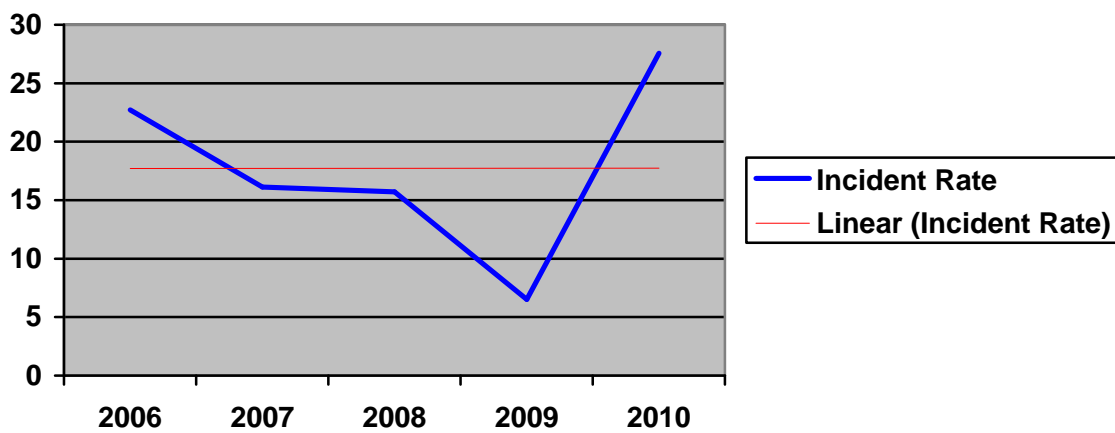
In 2008 it was 15.71

In 2007 it was 16.13.

In 2006 it was 22.73

In 2005 it was 15.7

Trend



Summary

We experienced an increase in very minor incidents across the country; new initiatives have been introduced to improve this situation.

PROCESS EVALUATION

Incorporated within our formal Quality Procedures.