

KEY PERFORMANCE INDICATORS

2015 REPORT

INTRODUCTION

Briggs Amasco Ltd is committed to continuous improvement in all aspects of its business. This is an integral part of our Integrated Management System (IMS), which encompasses our ISO accreditations for Quality (9001), Safety (18001) and Environment (14001).

In order to demonstrate this commitment, we identified the following areas where we felt we could apply measurable key performance indicators.

- Customer Satisfaction
- Employee Satisfaction (Staff and Operatives)
- Profitability
- Productivity
- Supply Chain: Preferred Supplier Performance / Preferred Supplier Feedback
- Safety
- Environmental: Propane Gas Usage, CO2 Emissions from Company Cars. Electricity and Gas Consumption
- Process Evaluation

The KPI results in this report are a result of collecting and measuring data, analysing it and comparing it to data from previous years, where available.

The following report summarises each KPI and includes Objective, Procedure and Overall Results.

More detailed results are available in separate reports for Customer Satisfaction, Employee Satisfaction, Supply Chain and Environmental.

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CUSTOMER SATISFACTION

Objective

Our objective is to show an improvement in customer satisfaction compared to the cumulative average in the following areas of our work:

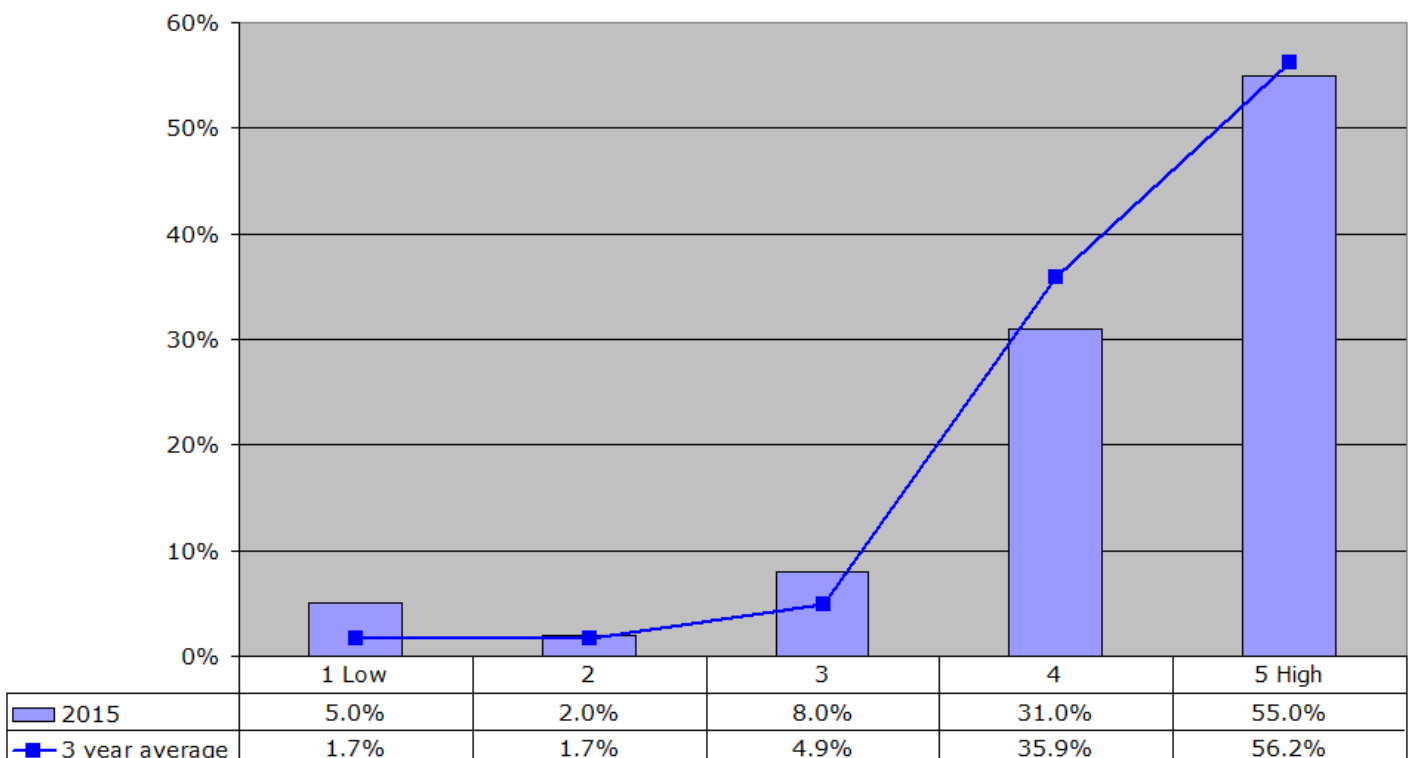
- Safety
- Quality of work
- Programme compliance
- Technical/product knowledge
- Communication and attitude
- Whether the customer would employ us again

Procedure

Each month we ask our customers of completed contracts to mark BriggsAmasco from 1 (worst) to 5 (best). We also ask them to provide any additional comments for feedback. Branch Managers and Directors are asked to comment on any low or negative comments so they can be addressed with the client.

The result for each subject is calculated by counting the number of responses for each mark and then presenting the total as a percentage of the aggregate score. All scores are then combined to give an overall result.

Overall Results



Generally, our customers are very satisfied with the service they receive from BriggsAmasco. There has, however, been a small rise in the lowest score of 1, mainly in programme compliance not always under our control, e.g. one comment made was "Weather delays, not contractor delays."

EMPLOYEE SATISFACTION

Objective

Our objective is to show an annual improvement against the cumulative average in employee satisfaction for both staff and operatives in the following areas:

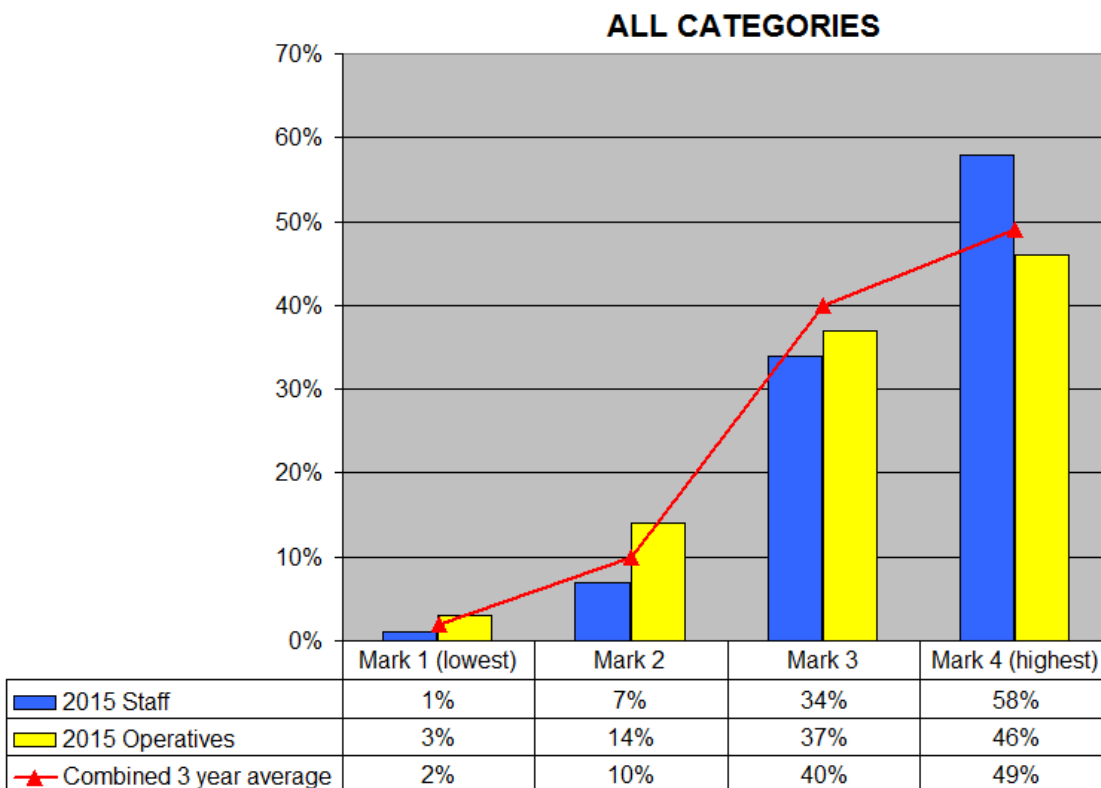
- The amount of input over job
- Terms and Conditions of employment
- Sense of achievement
- Respect and Feedback
- Effectiveness and Clarity of Communication
- Level of Management Support
- Safety of Work Environment and Provision of PPE (Operatives only)

Procedure

Prior to Investors in People review meetings, all staff and operatives are asked to complete an Employee Satisfaction survey and forward it to the HR Department. Any low scores are addressed by either HR or the employee's line manager. All discussions are kept confidential.

Each question is ranked from Option 1 (low) to Option 4 (high). The KPI is calculated by counting the number of responses for each mark and presenting the total as a percentage of the aggregate score.

Results



Staff are below the combined average at the lower end of the scale but above average at the higher end of the scale. Contrasting to that, Operatives are higher than average at the lower end of the scale, but lower than average at the top end of the scale.

FINANCIAL

Profitability

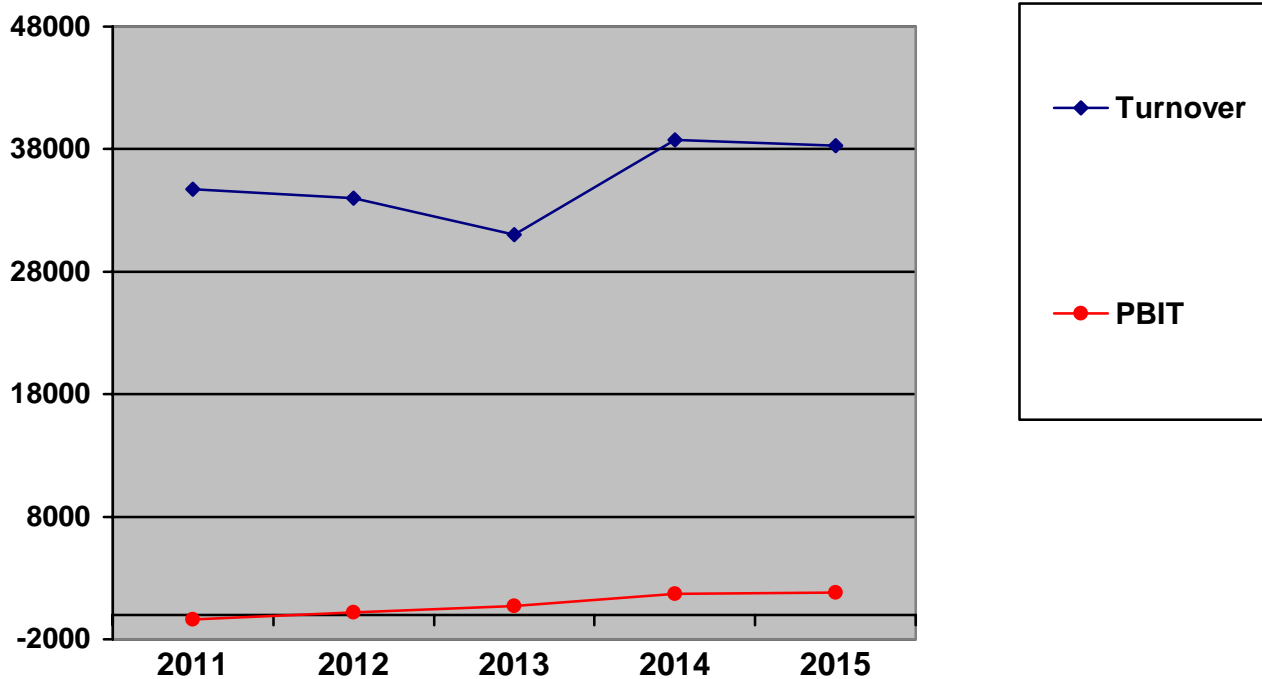
Objective

The objective is to measure profitability with a view to increasing the turnover to PBIT ratio which indicates more efficient contracting. This is an annual measurement based on audited accounts.

We don't expect large changes in this ratio, but a small continuous growth year on year.

Results

	2015	2014	2013	2012	2011
Turnover £000	38,281	38,735	31,018	34,009	34,743
PBIT £000	1,818	1,697	691	207	(395)
%	4.75%	4.38%	2.23%	0.61%	(1.14%)



Although turnover was marginally down in 2015, profit was slightly up due to contracting and purchasing efficiencies. Over the five year period, turnover has fluctuated, but profit has risen year on year.

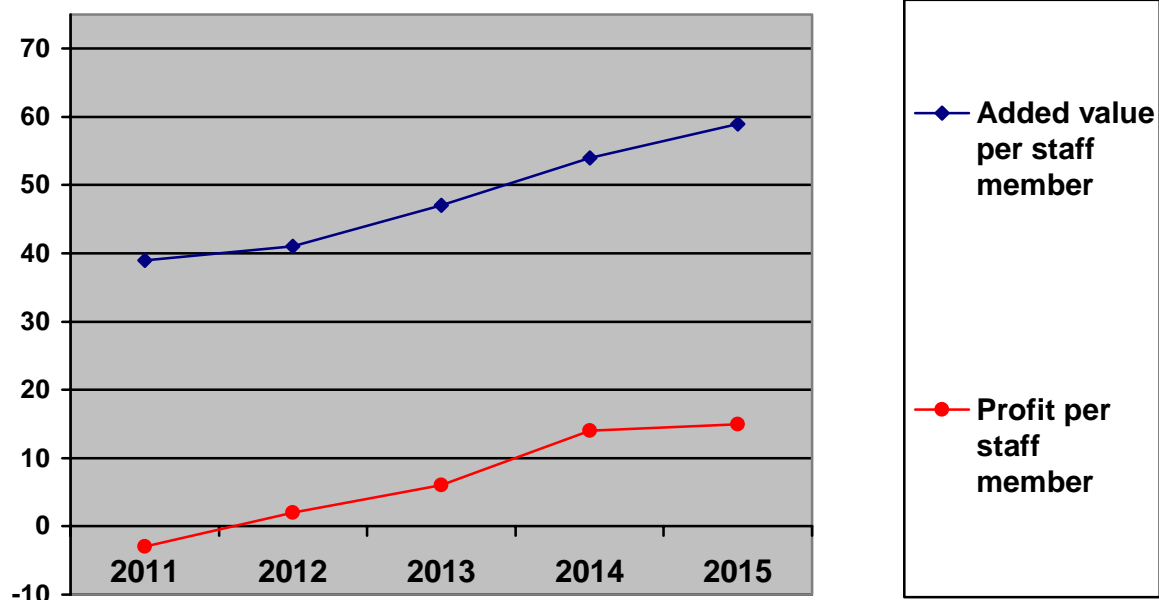
Productivity

Objective

The objective is to show added value per employee related to turnover and also the profit per employee (these figures exclude operatives). As with profitability, we don't expect large fluctuations in this figure, but a small improvement year on year.

Results

	2015	2014	2013	2012	2011
Turnover	38,281	38,735	31,018	34,009	34,743
Total cost of sales	-28,988	-29,993	-23,168	-26,943	-27,348
Total overheads	7,475	7,045	7,159	6,859	7,790
Less staff costs	-5,460	-4,979	-5,087	-4,840	-5,004
	-2,015	-2,066	-2,072	-2,019	-2,786
Profit excluding staff costs	7,278	6,676	5,778	5,047	4,609
No of staff	123	123	124	124	118
Added value per staff member	59	54	47	41	39
Total staff costs	5,460	4,979	5,087	4,840	5,004
No of staff	123	123	124	124	118
Cost per staff member	44	40	41	39	42
Profit per staff member	15	14	6	2	-3



The previous year's good result has been maintained in 2015.

SUPPLY CHAIN

Objective

To annually measure the performance of our suppliers and their perception of BriggsAmasco, with the objective of showing an improvement on an aggregated three year score.

Preferred Supplier Performance Appraisal

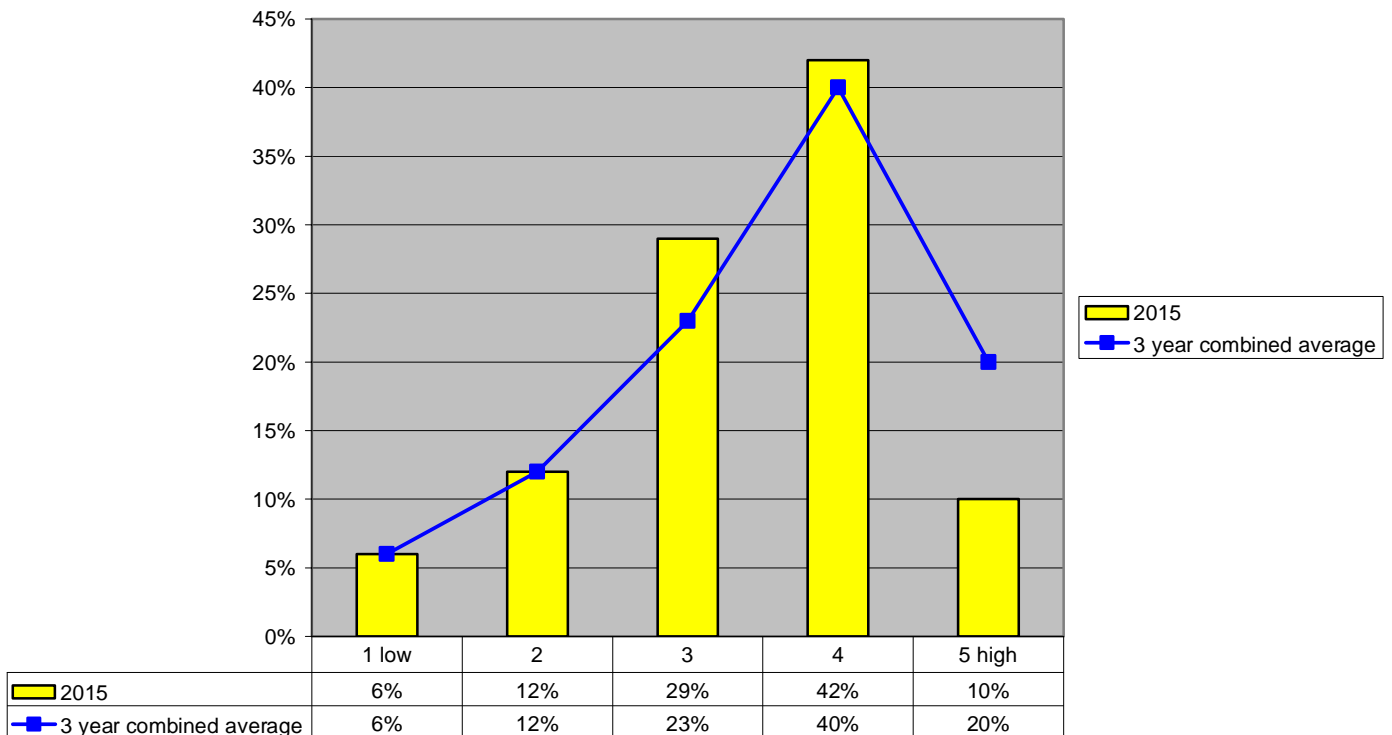
Procedure

The appraisal is conducted using an internet survey platform and prospective responders (managers, estimators, contracts managers and administrators in all branches, as well as directors) are sent an invitation to complete the questionnaire.

The results for each question are calculated by counting the number of responses for each mark and then presenting the total as a percentage of the aggregate score. The current year is then compared to the aggregate score of three years, including the current year (e.g. 2015 is compared to the combined score for 2015, 2014 and 2013).

Results

ALL SUPPLIERS AND CATEGORIES



The results are static in the lowest scores, but the highest score has fallen from a 20% share to a 10% share, with the change moving to either a 3 or 4 score. Not everyone took the opportunity to complete the questionnaire.

Preferred Supplier Feedback

Procedure

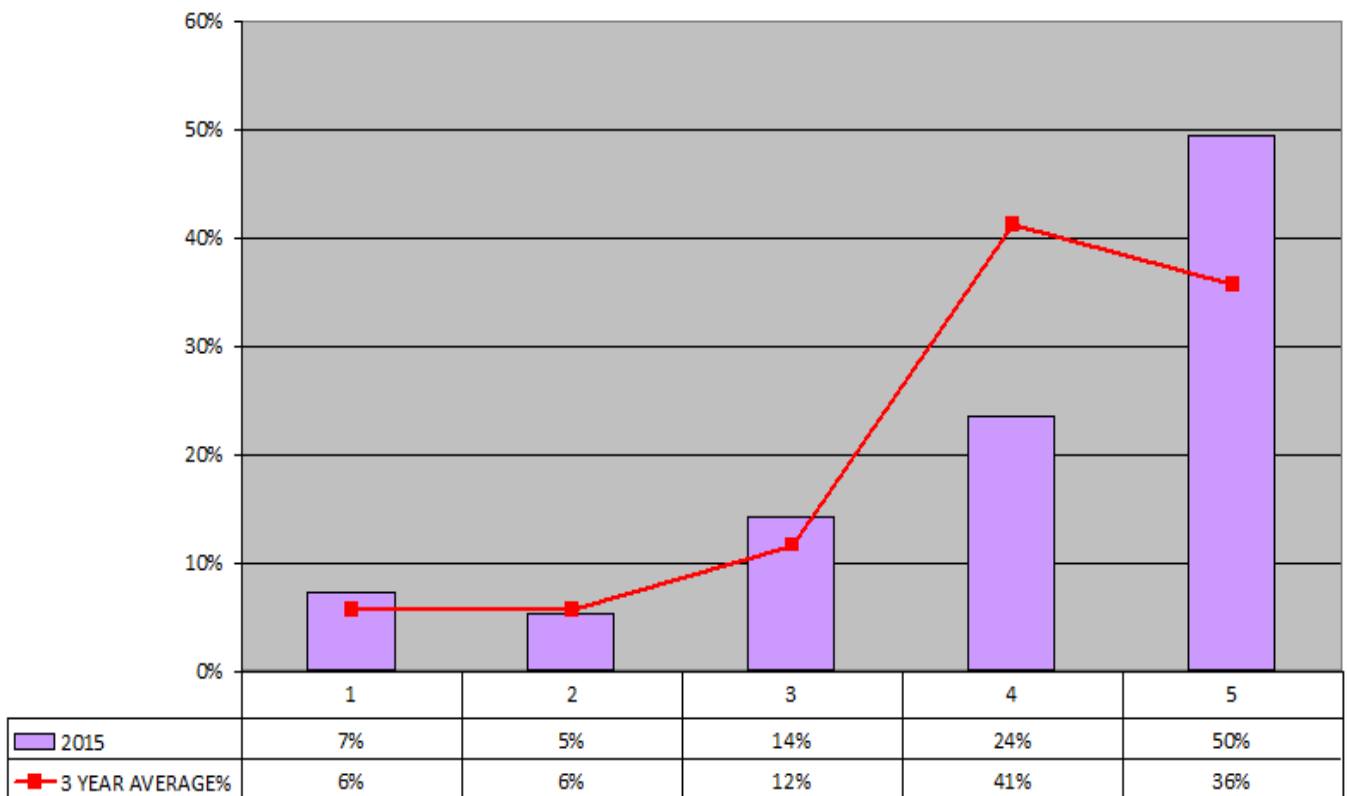
Using an on-line platform, our suppliers are asked to complete a short survey on their perception of our branches and company overall in the following categories:

- Market profile and ability to win work
- Support to your operation
- Workmanship
- Problem handling
- Management and competence
- Payments and disputed invoice settlement
- Communication and attitude
- Ethics, Environment and Sustainability
- Partnership Ethos

The survey was sent to a number of personnel within each supplier company.

Results

Again, there is a considerable lack of response from our preferred suppliers, despite the survey being sent twice. However, there is a substantial rise in the top score when compared to the three year average. One comment received: "Great company to partner with."



SAFETY

Objective

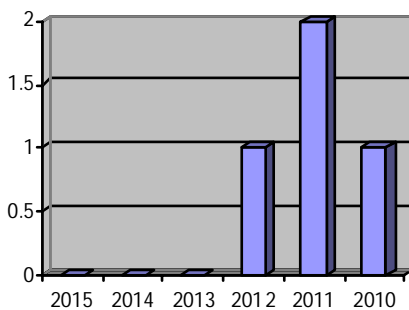
Our objective is to reduce frequency and severity of incidents year on year. Our target is always zero.

Procedure

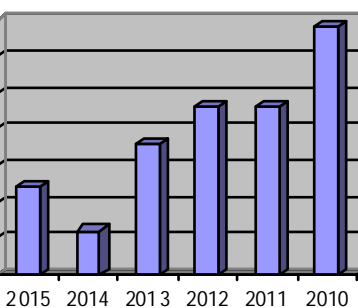
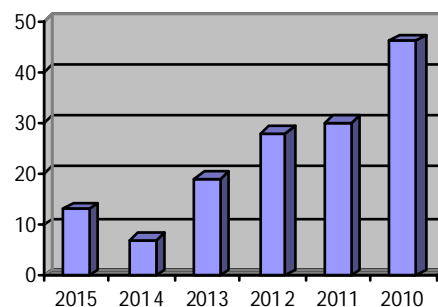
Reports and statistics are provided quarterly by Safety Advisers and accident statistics are published annually on the company intranet.

Results

Health & Safety Statistics						
	2015	2014	2013	2012	2011	2010
Fatalities	0	0	0	0	0	0
Major	0	0	0	1	2	1
Reportable	1	1	1	4	5	11
Minor Accidents	12	6	18	23	23	34
Total Accidents in year	13	7	19	28	30	46
T/O £MILLIONS	40	39	31	34	34	32
Total Employees	260	255	269	284	315	346
Annual Hours - Total	608,400	596,700	629,460	664,560	737,100	809,640
Days Lost	29	15	22	197	502	422
Hours - Lost	232	120	176	1576	4016	3376
Analysis of Statistics - all staff						
Accident Frequency Rate [AFR]	0.16	0.17	0.16	1.60	2.68	2.36
All Accident Frequency Rate [AAFR]	2.14	1.17	3.02	4.21	4.07	5.68
Duration Rate	17.85	17.14	9.26	56.29	133.87	73.39
Lost Time Accident Frequency [LTAF]	4.77	2.51	3.50	29.64	68.10	52.12
Formulae used						
Accident Frequency Rate.	Accidents/Hours Worked * 100,000					
All Accident Frequency Rate.	All Injury Accidents/Hours * 100,000					
Duration Rate	Hours Lost/No of Accidents					
Lost Time Accident Frequency	Days Lost/Hours Worked * 100,000					
Major						
Annual Incident Rate per 100,000	0.00	0.00	0.00	0.13	0.24	0.11
7 - Day						
Annual Incident Rate per 100,000	0.15	0.15	0.14	0.53	0.60	1.21



No of major incidents



No of minor incidents

Total no of incidents

ENVIRONMENT

In April 2014 we set three Environmental KPIs. These are as below.

Propane Gas Usage

Objective

To reduce our use of propane gas year on year and corresponding quarters, insofar as type of work and weather conditions allow.

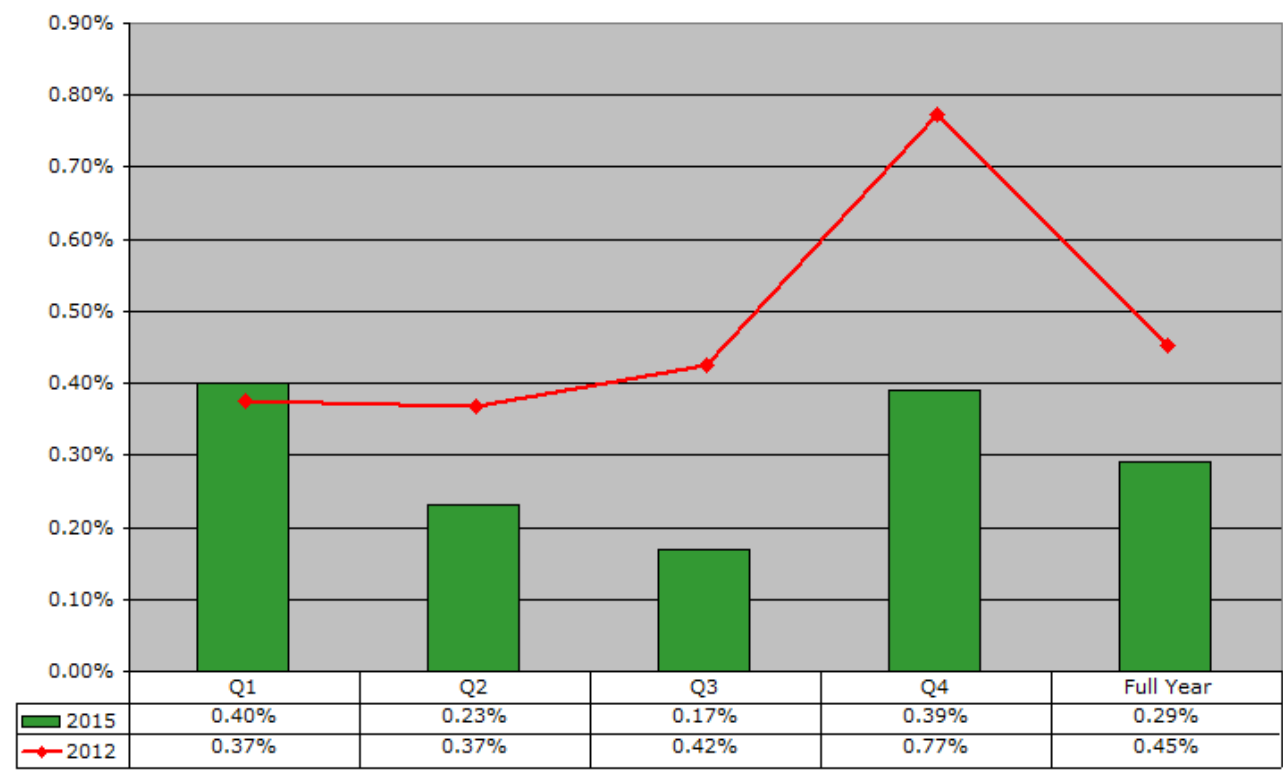
Procedure

2012 is our benchmark figure as the weather during that year meant it was exceptionally difficult to reduce our gas usage. Therefore, we would take that as a worst case scenario and improve on that year on year.

We take our quantities of gas purchased and assess them against turnover for each period. Type of work also has an implication on gas usage and we adjust the turnover to take account of that.

Results

% of propane gas used against applicable turnover



Weather implications

One of the difficulties of assessing this usage is that it can be weather dependent as we can use more gas in wet weather. We therefore expect higher usage in the wetter/colder months than in the warmer/drier months. Apart from the first quarter, the gas usage is substantially below the 2012 benchmark. Although it was one of the wettest years since 2000, the majority of that rain fell during December and the Met office records state that the year was “mostly quiet” in terms of weather. The statistics also show the mean temperature was slightly above average as was sunshine. All this contributes towards a fall in gas usage.

Vehicle Emissions

Objective

To reduce CO₂e emissions from company vehicles by 5% over three years. This has also formed part of ESOS reporting via the IKO UK Group.

Procedure

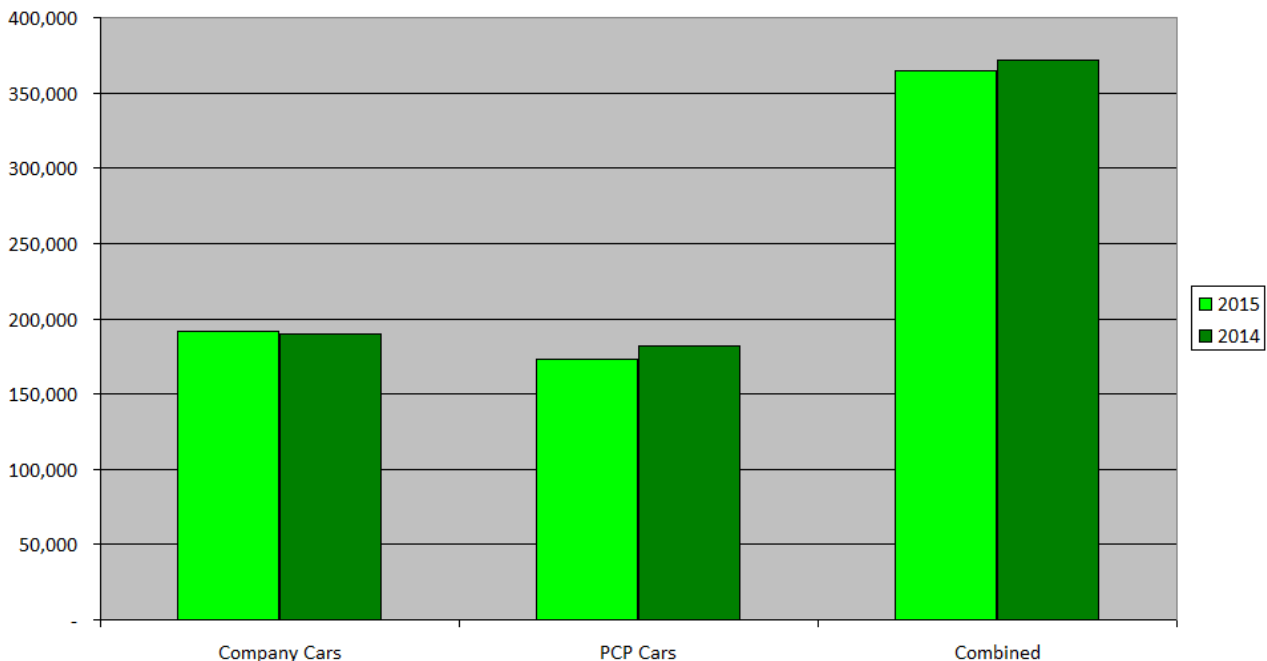
Company mileage is reported by both Company Car and PCP drivers on monthly expenses forms. The mileage is totalled and then using the carbon calculator (see link below) and using a standard “medium diesel” type, we calculate the CO₂e emissions. This is a simplified method as it does not take into account each individual car type.

The on line calculator we use is: <http://www.carbon-calculator.org.uk/>

Note: To take account of the emission of other greenhouse gases in addition to carbon dioxide, scientists have devised an equivalent measure, CO₂e which is based on their relative global warming potential. Vehicle emissions are carbon dioxide, methane and nitrous oxide.

Results

KGC02E - VEHICLE EMISSIONS



The combined results show a small decrease in emissions of -2%. PCP cars contribute most towards this with a -5% decrease and this could be due to not all PCP cars are “medium diesel” used for the analysis. In fact, one PCP user has a hybrid car. In contrast, company car (all bar one are medium diesel) emissions have risen slightly by +1%.

There has been little change in car numbers since 2014 – one more car overall.

Turnover had also remained pretty static with only a 0.4% increase in 2015.

Therefore, with a decrease of -2% in the first year of comparable measurement, we look to be on target for -5% within the three years deadline.

Electricity & Gas Consumption in Company Premises

Objective

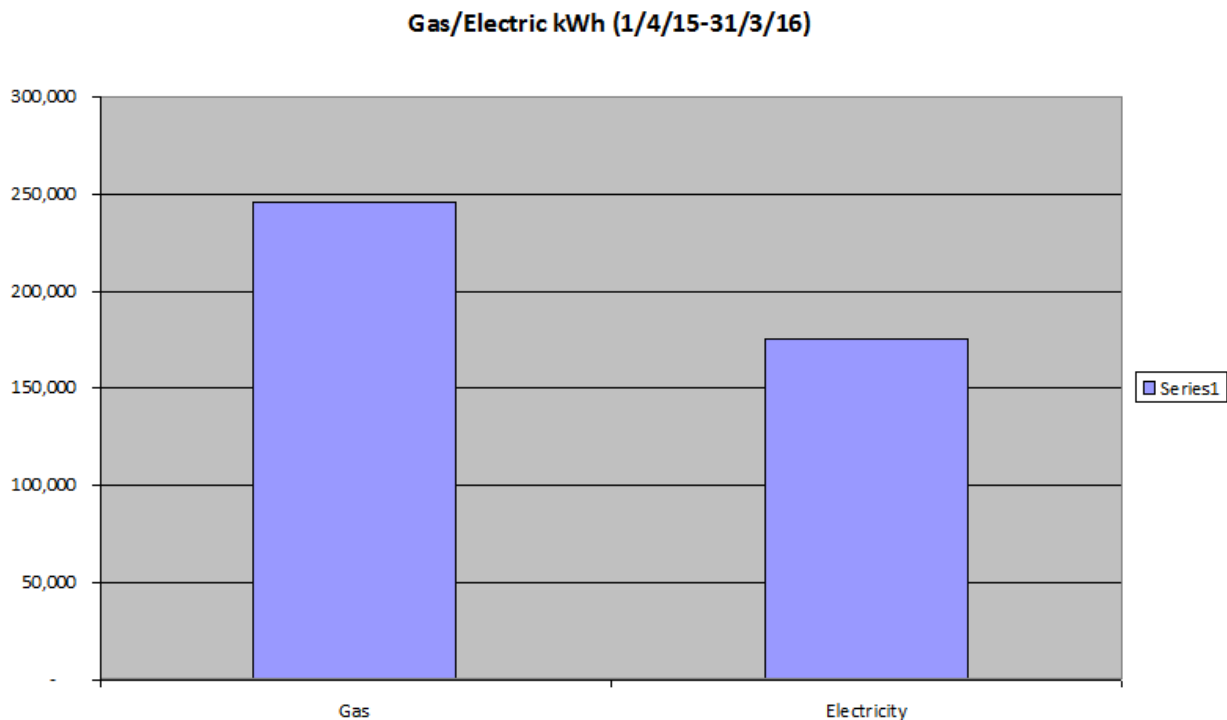
To reduce our energy consumption by 5% in three years.

Procedure

The branches report data to both the Environment Manager and external CRC management company. The data is analysed to see how many kilowatt hours are being used. The reporting period for CRC is April-Mar (tax year) so this KPI is calculated on that basis. It should be noted that not every branch is able to report data as some are resident in managed buildings. Therefore, this data is only for those branches where the facilities are owned by BriggsAmasco.

Results

This is the first year figures have been available and is our starting point.



PROCESS EVALUATION

Incorporated within our formal Quality Procedures.