



# KEY PERFORMANCE INDICATORS

## 2017 REPORT

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## INTRODUCTION

Briggs Amasco Ltd is committed to continuous improvement in all aspects of its business. It is an integral part of our Integrated Management System (IMS) which comprises 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
- Profitability & Productivity
- Supply Chain Appraisal and Feedback
- Environmental: Energy Usage (propane gas, vehicle emissions, energy consumption - offices)
- 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.

### Response Numbers to Surveys

From a recommendation received at audit, we now include the number of responses received for Customer Satisfaction, Employee Satisfaction and Supply Chain, which all involve obtaining feedback. Whilst this is an interesting component of the KPI, not everyone wants to complete a survey and often will only do so when they have something negative to say. Therefore, a low number or reduction in responses could indicate positive feedback, but this is not quantitative and cannot be measured.

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

More information on the results, analysis and data can be obtained by contacting Janice Tyler as below.

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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:

Safety	Quality of Work	Programme Compliance	Technical & Product Knowledge	Communication & Attitude of Management and Operatives	Sustainability	Whether the customer would employ us again
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### Procedure

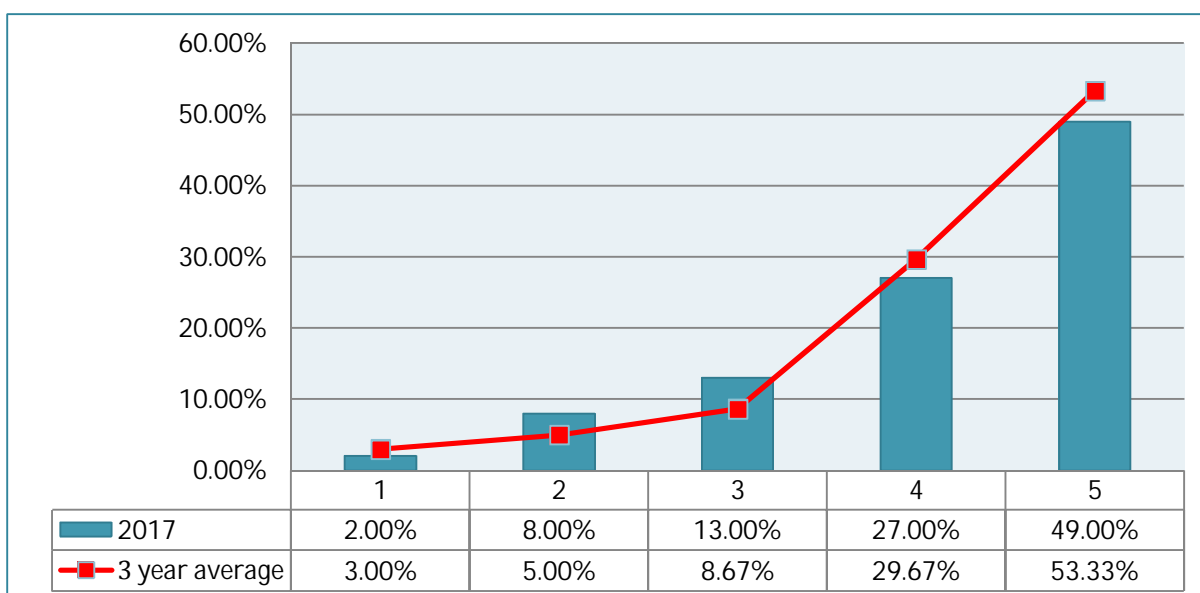
Every month we ask our customers of completed contracts to rate the above categories from 1 (worst) to 5 (best). These marks are based on the specific completed contract. There is also the ability to make additional comments in each category.

Completed feedback forms are circulated to Branch Managers, Operations Directors and the Managing Director so that good feedback is recognised by senior management and any negative comments or low marks can be addressed.

The result for each category 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 and compared with the three year average.

### Results

We sent out 148 surveys and received 12 responses. This is a very disappointing 8% ratio of responses to requests and down by 2% on the previous year. The results also show a dip in the top scores (4 and 5) and a rise in the lower-mid range score (2 and 3).



Some of the comments received follow:

- Approachable and helpful
- Outstanding, kept abreast at all times.
- Good weekly reporting and timely updates.
- All RAMS sent in advance, management informed of programme and risks prior to start.

## 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:

Amount of input over job	Terms & Conditions of employment	Sense of achievement	Respect and feedback received	Effectiveness & clarity of communication	Level of management support	Safety of work environment and provision of PPE (operatives only)
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### Procedure

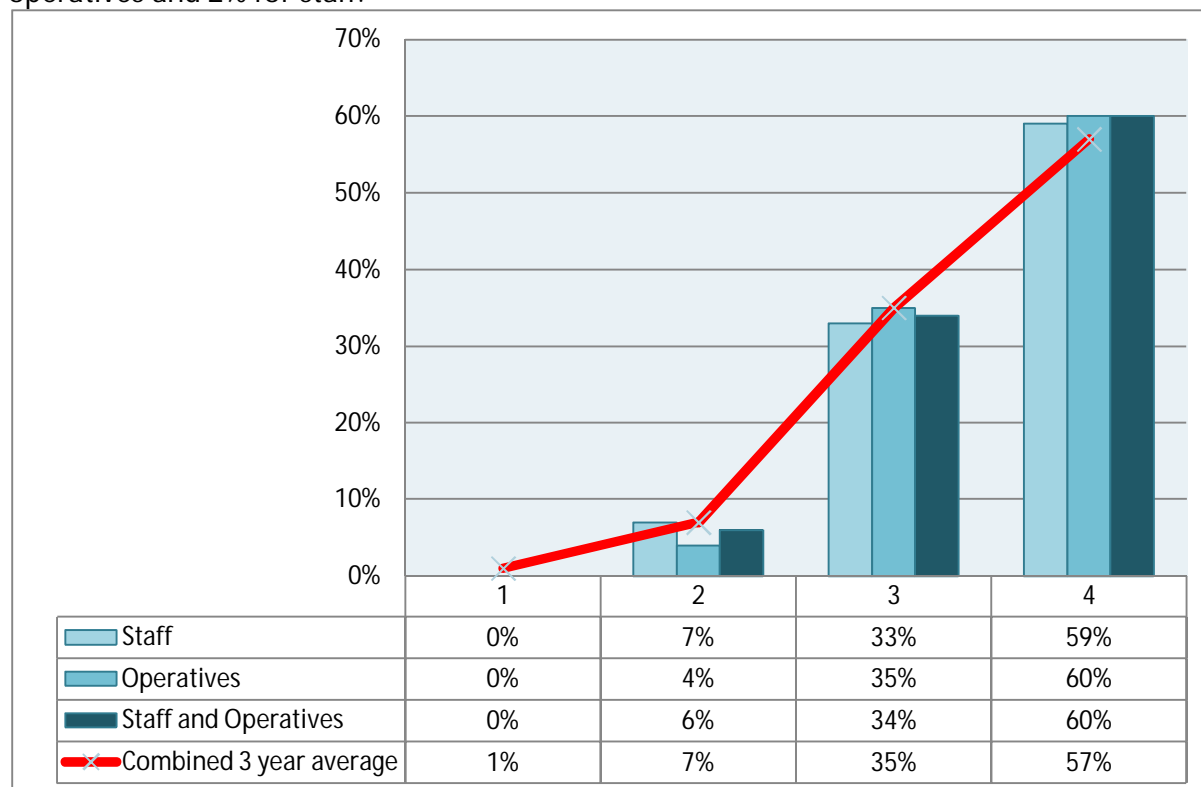
Prior to Investors in People review meetings, all staff and operatives are asked to complete an Employee Satisfaction Survey and forward it to the HR department. Any low scores are addressed by either HR or the employee's line manager. All discussions are kept confidential.

Each question is ranked from 1 (low) to 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. The results are compared to the combined three year average, which includes the year being analysed.

### Results

The number of results has increased from 2016 with 64% of staff and 27% of operatives completing the satisfaction form (2016 – staff 48% and operatives 5%).

The results below show the top score of 4 in all categories is above the three year average by 3% for operatives and 2% for staff.



## FINANCIAL

### Profitability

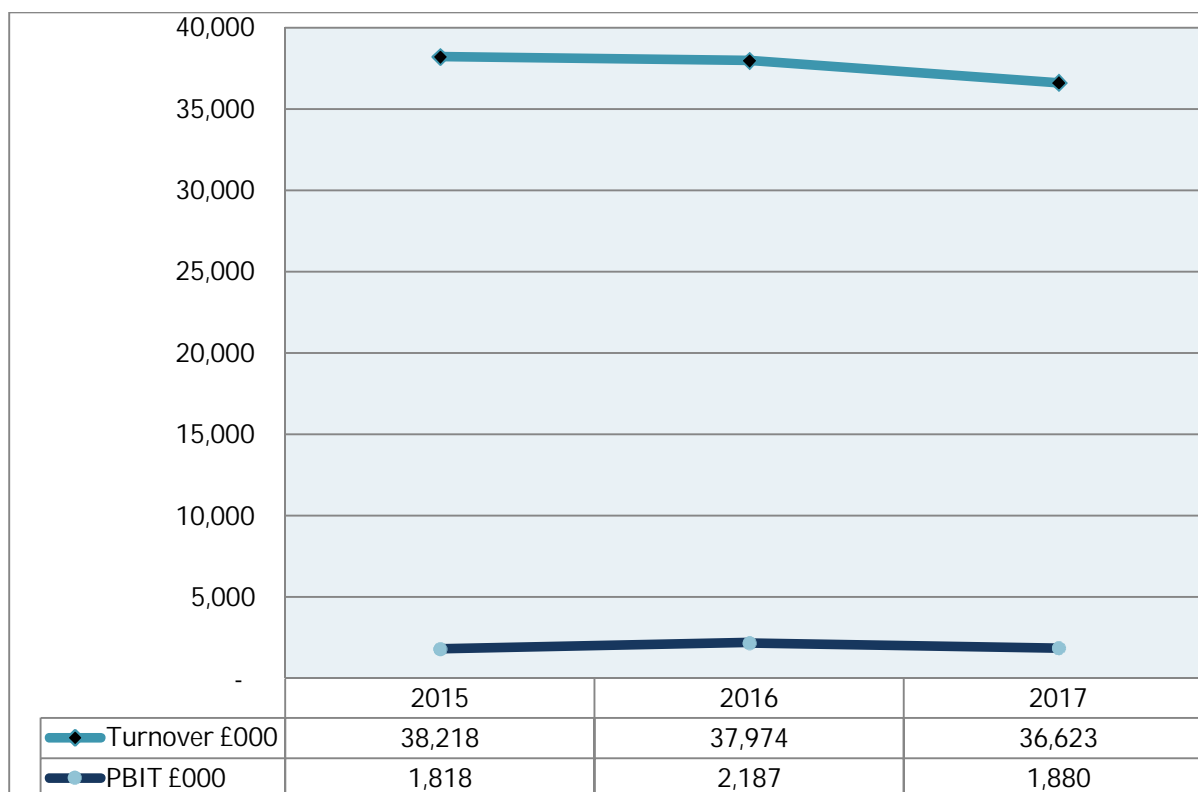
#### Objective

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 do not expect large changes in this ratio, but a small continuous growth year-on-year.

#### Results

The calculation for the last three years shows a fairly stable ratio with only small fluctuations.

	2017	2016	2015
Turnover £000	36,623	37,974	38,218
PBIT £000	1,880	2,187	1,818
%	5.13%	5.76%	4.76%



## Productivity

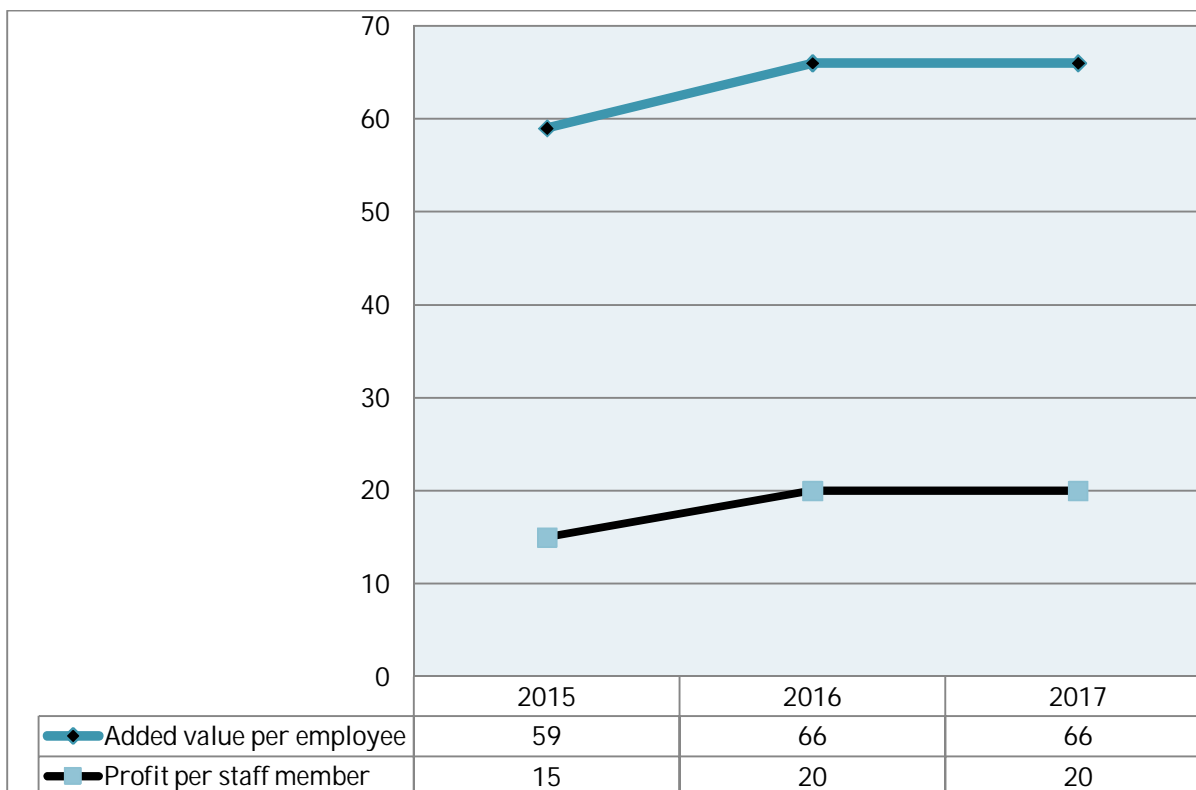
### Objective

The objective is to show added value per employee related to turnover and also the profit per employee. As with profitability we expect a small improvement year-on-year.

### Results

Although Turnover was slightly down on the previous year, the added value and profit per employee have remained stable.

	2017		2016		2015	
Turnover		36,263		37,974		38,281
Total cost of sales	-27,403		-28,474		-28,988	
Total overheads		7,340		7,314		7,475
Less staff costs	5,863		-5,618		-5,460	
		-1,477		-1,696		-2,015
Profit ex staff costs	7743		7804			7,278
No of employees		117		119		123
Added value per staff member		66		66		59
Total staff costs	5,863		5,618		5,460	
No of staff	127		124		123	
Cost per staff member		46		45		44
Profit per staff member	20		20			15



## 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 (directors, managers, estimators, contract managers, and contract controllers/ administrators) in all branches 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 presenting the total as a percentage of the aggregate score. The current year is compared to the aggregate score of the last three years, including the current year.

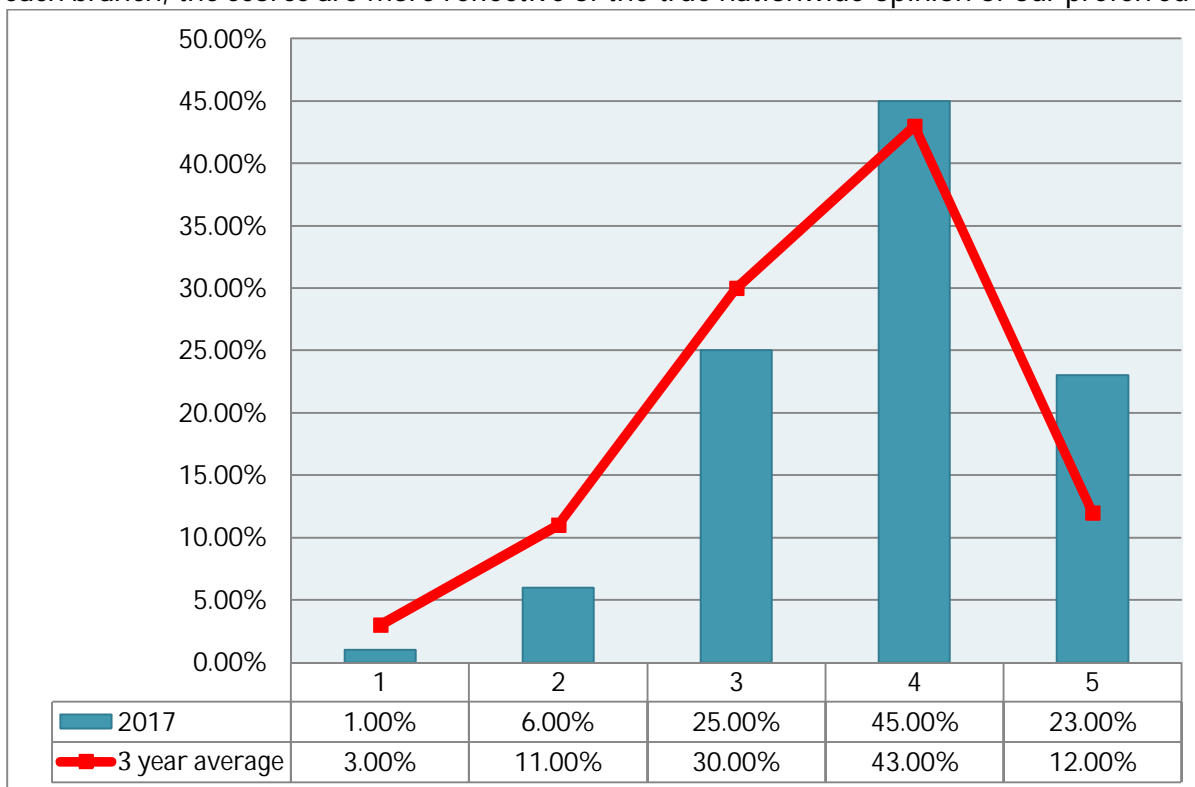
Categories covered are:

Competitive-ness	Product/Service Quality	Delivery & Availability	Technical Competence	Communication & Attitude	Problem Handling	Ethics & Sustainability Credentials	True Partner?
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### Results

Much improved on the three year average score with the lowest scores falling below the average and the higher scores rising above it.

The number of respondents has fallen from 2016, with only 22, but with at least one contribution from each branch, the scores are more reflective of the true nationwide opinion of our preferred suppliers.





## Preferred Supplier Feedback

### Procedure

Using an on-line survey platform, our suppliers are asked to complete a short survey on their perception of our branches and company overall.

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

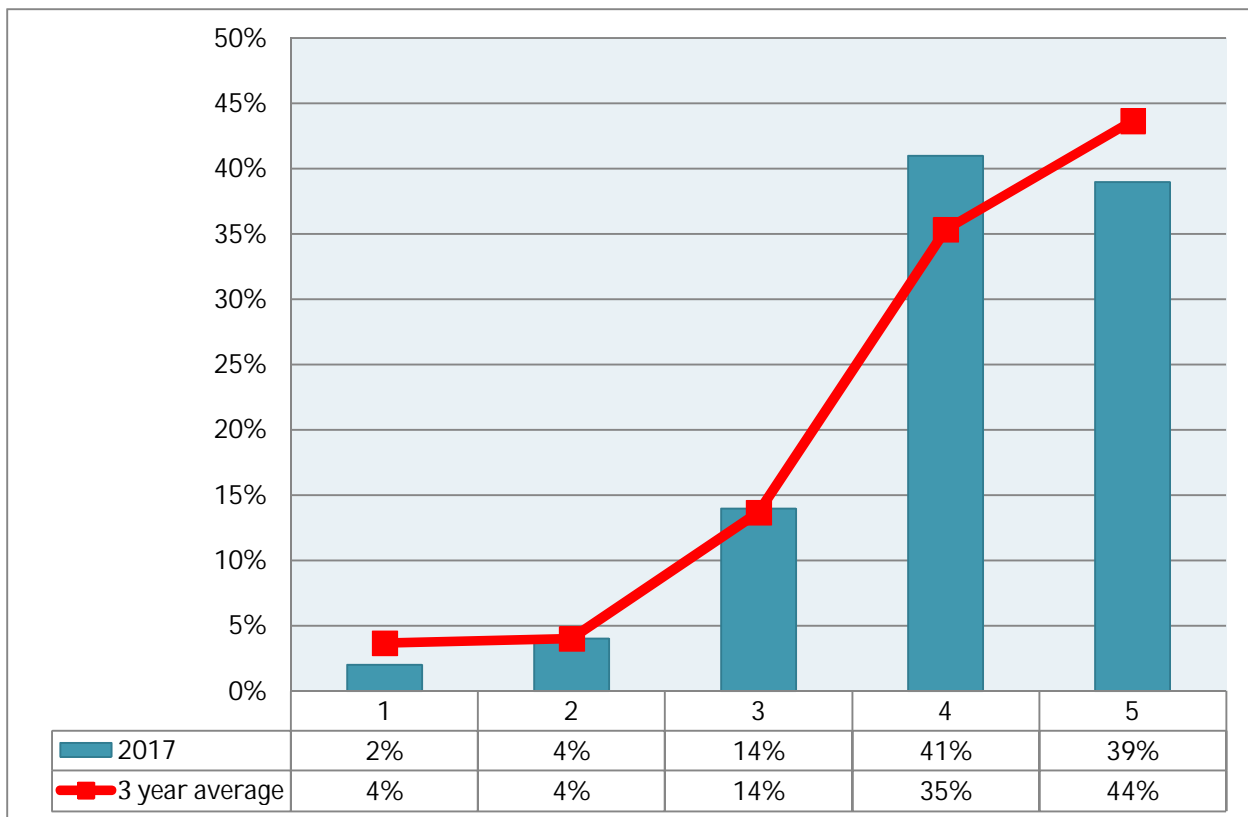
The categories covered are:

Market profile and ability to win work	Support to your operation	Workmanship	Problem handling	Management & Competence	Payment and disputed invoice settlement	Communication & attitude	Ethics, environment & sustainability	Partnership Ethos
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### Results

The majority of the scores are in the higher bracket of 4 and 5, although there has been a shift with more scoring 4 and less 5 when compared to the three year average.

We received a total of 24 responses from 47 questionnaires sent out. This is a small improvement from 2016.



# SAFETY

## Objective

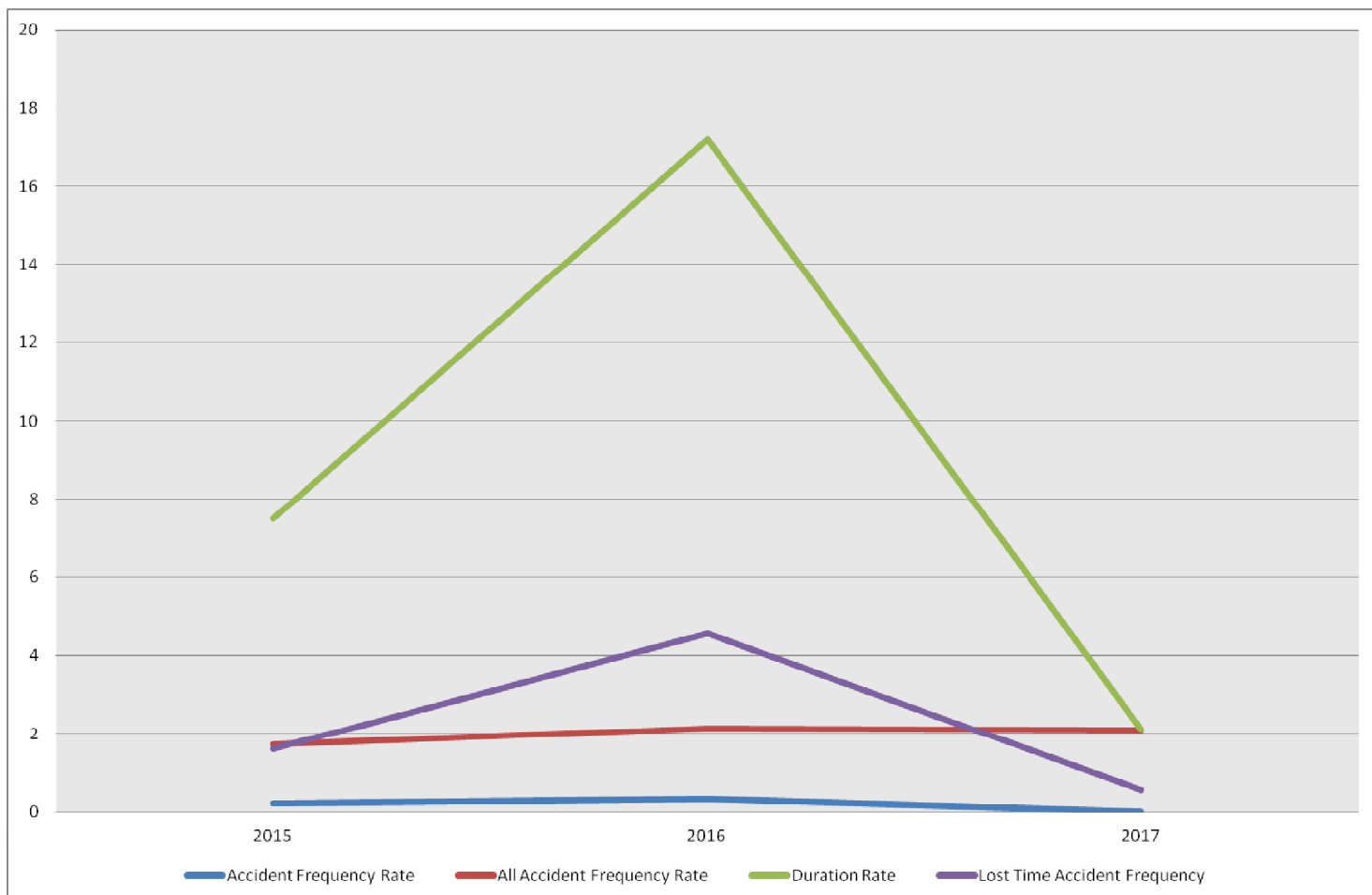
Our objective is to reduce frequency and severity of incidents year-on-year. Our target is always zero.

## Procedure

Reports and statistics are provided quarterly by Safety Advisers and accident statistics are published annually on the company intranet. Incidents are divided into four categories – fatal, major, reportable, minor. The Accident Frequency Rate (AFR), All Accident Frequency Rate (AAFR), Duration Rate and Lost Time Accident Frequency (LTAF) are calculated using the number of incidents compared to hours worked.

## Results

Data	2017	2016	2015	Calculation	2017	2016	2015
Fatal	0	0	0	Annual hours - total	905,580	940,680	924,300
Major	0	0	0	Days lost	5	43	15
Reportable	0	3	2	Hours lost	40	344	120
Minor	19	17	14	Accident Frequency Rate	0	0.32	0.22
Total	19	20	16	All Accident Frequency Rate	2.1	2.13	1.73
Turnover £m	37	39	40	Duration Rate	2.11	17.2	7.5
No direct employees	245	243	260	Lost Time Accident Frequency	0.55	4.57	1.62
L/O employees	142	159	135				
Total Employees	387	402	395				



## ENVIRONMENT

### Propane Gas Usage

#### Objective

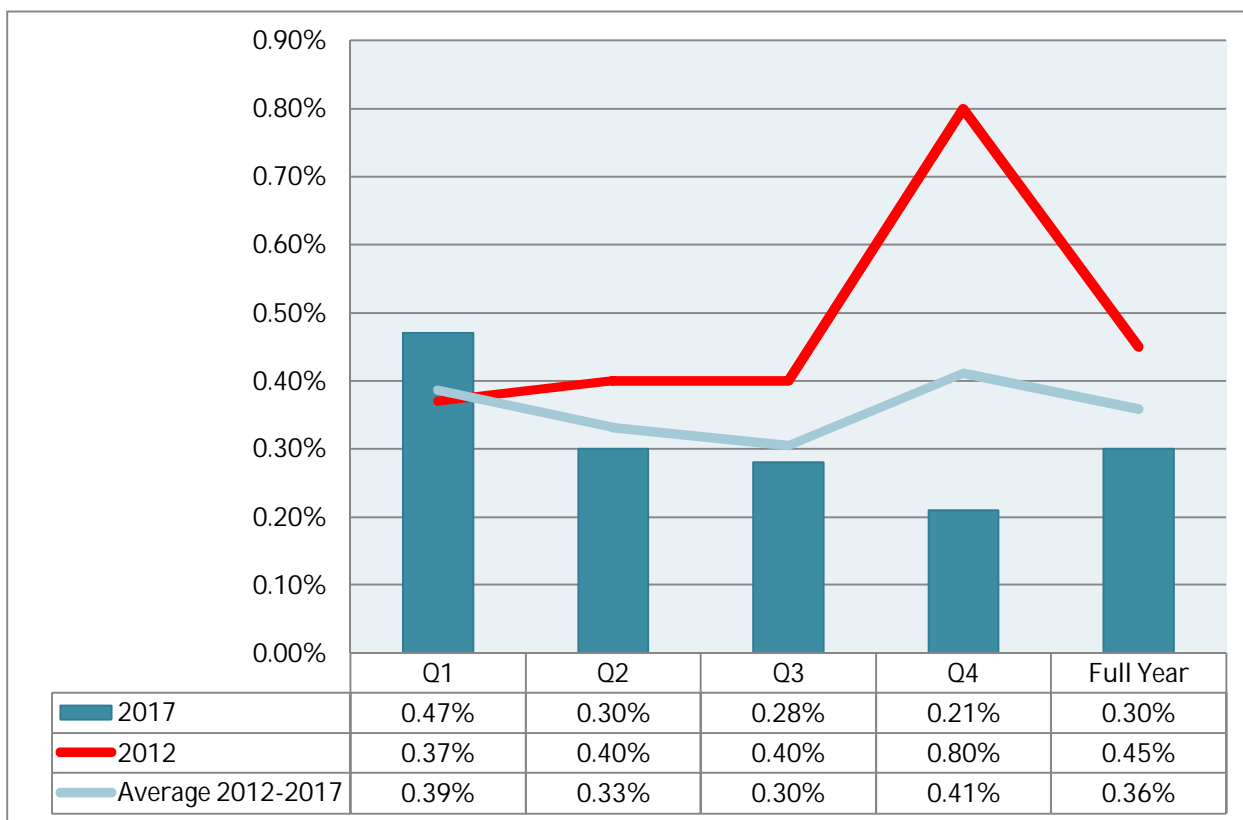
To reduce our use of propane gas year on year and corresponding quarters, insofar as type of work and weather conditions allow.

#### 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



#### Weather implications

One of the difficulties of assessing propane gas usage is that it can be weather dependent, i.e. we use more gas in wet weather. We therefore expect higher usage in the wetter/colder months than in the warmer/drier ones. Overall we are continuing to use less propane gas compared to 2012 although there is an anomaly in Q1 as the weather for that period was "normal" in terms of rainfall and temperature.

## Vehicle Emissions

### Objective

To reduce CO<sub>2</sub>e emissions from company vehicles by 5% over three years. This has also formed part of ESOS and CRC reporting via the IKO UK Group.

### Procedure

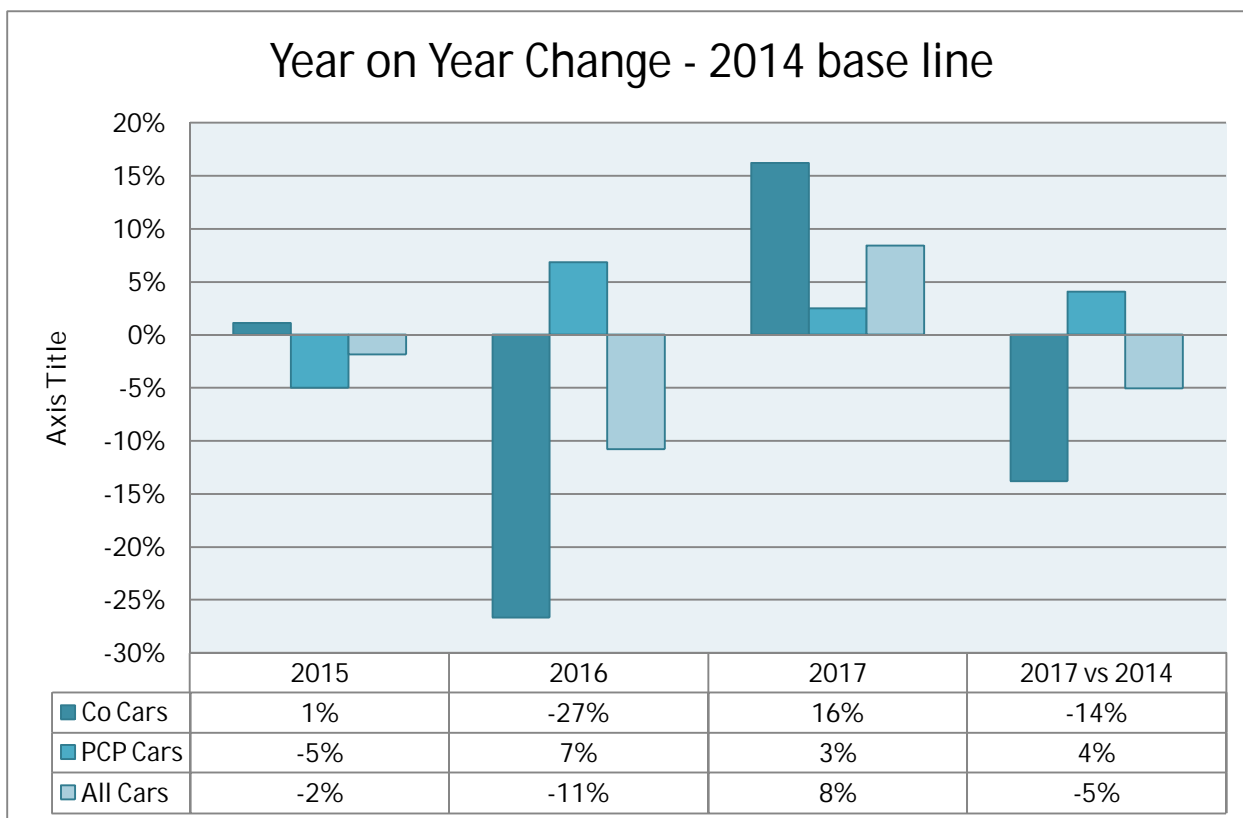
Company mileage is reported by both Company Car and PCP drivers on monthly expenses forms. The mileage is totalled and then using the carbon calculator (see link below) and using a standard "medium diesel" type, we calculate the CO<sub>2</sub>e emissions. This is a simplified method as it does not take 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, CO<sub>2</sub>e which is based on their relative global warming potential. Vehicle emissions are carbon dioxide, methane and nitrous oxide.*

### Result

Using 2014 as our base line, we have achieved our target of a 5% reduction overall. The trend shows that company cars are contributing substantially towards this reduction, whereas PCP cars are actually showing an increase in emissions. This could be due to a reduction in company cars and an increase in PCP take up. Turnover is stable with little fluctuation over the period being assessed. These figures do not include company vans. This will form a separate calculation for 2018.



## Electricity and Gas Consumption in Company Premises

### Objective

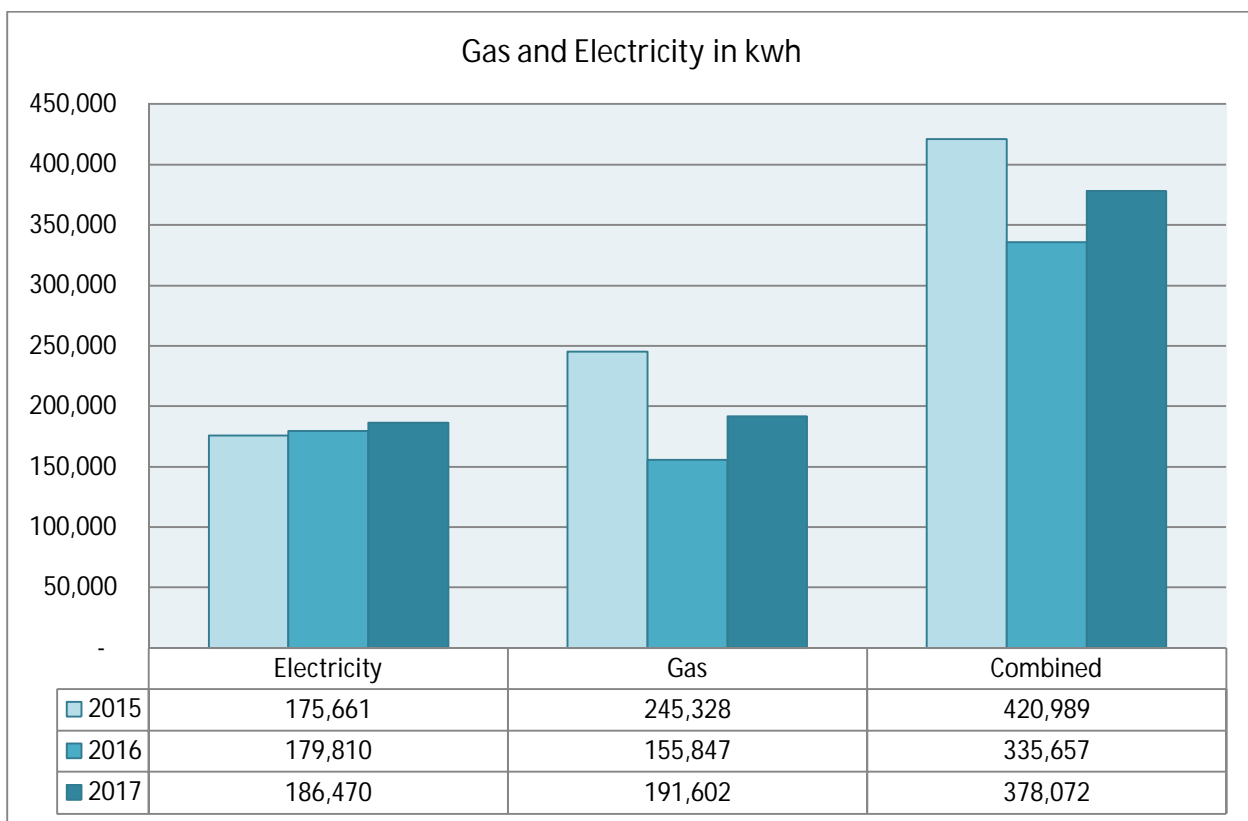
To reduce our energy consumption by 5% in three years.

### 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

Overall, our energy usage is falling – from 2015 to 2017 we have a combined reduction of 10%. However, 2017 did see an increase in both gas and electricity from 2016 which could be down to a colder January to March. We are still ahead of our target of a 5% reduction over three years.



## PROCESS EVALUATION

This is incorporated within our formal Quality Procedures.