



2010

UK Industry Performance Report

Based on the UK Construction
Industry Key Performance Indicators



GGlenigan
Constructing Insight

**CONSTRUCTING
EXCELLENCE**
in the built environment

BIS | Department for Business
Innovation & Skills

Industry Performance Report 2010 - Contents

Economic KPIs - All Construction Year on Year Comparisons

KPI summary table	04
KPI group trend graph	05

Economic KPIs - All Construction - Individual KPI Trend Graphs

Client Satisfaction - Product, Service & Value for Money	06
Contractor Satisfaction - Overall - Performance, Provision of Information & Payment	07
Defects - Impact at Handover	08
Predictability Cost - Construction, Predictability Time - Project & Design	08
Predictability Time - Project - Design - Construction.....	09
Construction - Cost - Time	10
Profitability (ROS)	10
Productivity - (VAPH Current Values) - (VAPH Constant 2000 Values)	11
Safety - Industry - Contractors All Companies	12

Respect for People KPIs - All Construction - Year on Year Comparisons

KPI summary table	13
KPI group trend graph	14

Environment KPIs - All Construction - Year on Year Comparisons

KPI summary table	15
KPI group trend graph	16

Economic KPIs - All Housing - Year on Year Comparisons

KPI summary table	17
KPI group trend graph	18

Economic KPIs - All Non-Housing - Year on Year Comparisons

KPI summary table	19
KPI group trend graph	20

Construction Consultants KPIs - Year on Year Comparisons

KPI summary table	21
KPI group trend graph	21

M&E Contractors KPIs - Year on Year Comparisons

KPI summary table	22
KPI group trend graph	22

About

Constructing Excellence	23
Glenigan	24

The KPI team

Keith Folwell
Department for Business, Innovation
and Skills

Graham Sharp
Office for National Statistics

Jon de Souza
Constructing Excellence

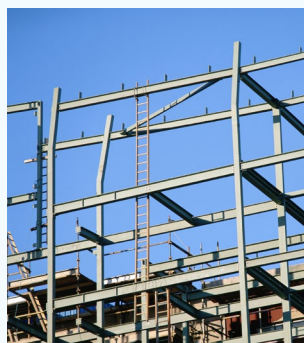
Allan Wilén
Glenigan

David Bentley
Glenigan

Robert Davis
Glenigan

Andrew Thomas
Centre for Construction Innovation

Vicky Hutchinson
Centre for Construction Innovation



Measurement and Benchmarking Task Group

The Measurement and Benchmarking Task Group was formed in May 2010 and operates as a task group of the Strategic Forum for Construction. As such it is responsible for leading the review of the existing set of Key Performance Indicators.

Richard Saxon CBE (Chair)
Consultancy for the Built Environment

Michael Bennett
Highways Agency

David Bentley
Glenigan

Robert Davis
Glenigan

Nick Edwards
Construction News

Keith Folwell
Department for Business, Innovation
and Skills

Scott Mclew
National Specialist Constructors
Confederation

Andrew Quirke
City West Housing Trust

Andrew Thomas
Centre for Construction Innovation

Jane Thornback
Construction Products Association

Charles Tinncknell
Willmott Dixon

Allan Wilén
Glenigan

Jon de Souza
Constructing Excellence

It is intended that the initial review of indicators be completed by the end of the year, enabling the data collection process to be updated and, thenceforth, figures to be collected from industry on the new indicators.

Executive Summary

2010 sees the twelfth year of publication of the Construction Industry KPIs which have become a mainstay of the industry since their initial development in 1998. These indicators are based on data from thousands of projects collated from government and industry surveys. These enable individual firms to benchmark their performance with other firms, and they also enable us to measure improvement across the industry through this annual Industry Performance Report.

This is a period of review for the indicators following the decision last year from BIS and ONS to give the responsibility for KPI data collection to Constructing Excellence and Glenigan. We see this change as an opportunity to ensure the viability of the KPIs for the future given our existing commitment to publish the data. As part of a significant review process we will:

- Work with Glenigan to enhance the data collection process
 - » Improved coverage of the sector through use of the Glenigan database
 - » More timely issuing of surveys to completed projects
 - » Reduced paperwork burden for business through switch to electronic surveys
 - » Reward those who provide data with access to simple benchmarking reports
- Improve industry benchmarking by enabling better granularity of reporting (i.e. so that projects can be compared to similar (be it regionally, by sector or value)
- Ensure that the KPIs are relevant to industry by carrying out a review of the existing KPIs and methods of measurement

We are incredibly excited by the future for KPIs and ensuring that these indicators continue to meet the needs of the sector going forward.

This report contains trend data for economic performance, people performance and environmental performance, as well as for housing, consultants and M&E contractors.

Overall, the results show the impact of the recession beginning to bite, although it is worth noting that a proportion of the projects contained within this data set were let before the recession had hit the sector. Overall the rate of improvement has slowed down in recent years but it is still encouraging to see a number of indicators improving, the most notable improvements coming in aspects of environmental performance.

Economic indicators

The industry showed improvement in two thirds of the areas measured by the headline Economic All Construction KPIs. This continues a trend

seen over the preceding 12 years. This year, thirteen KPIs showed better performance and seven worsened. Safety performance, as measured by the Accident Incident Rate, declined but there have been notable improvements in productivity despite a decline in profitability. Recent gains in client satisfaction have levelled off and slightly reversed in some cases; however, contractor satisfaction jumped up. Whilst there have been improvements in cost predictability, time predictability was mixed showing that the underlying causes of variability are still entrenched in the industry.

Environmental indicators

This year's Environment KPIs reveal strong improvement (ten showing improvement and three worsening), suggesting that the industry is making progress in this vital area. The biggest strides were made in Construction Process Performance with waste, water use and commercial vehicles showing progress. Clients' perception of these issues generally reflected the improvement on site.

People indicators

Respect for People KPI data has been collected and analysed for nine years. The first four years showed steady improvement in most areas, but the picture has been mixed since then. This year, four of the headline KPIs showed improvement, three were static, and two worsened.

Employee satisfaction was flat after a several years of decline, but employee turnover reduced significantly. There was a slight improvement in training, although the median remains low at 1.2 days per employee per year. The biggest gain was in equality and diversity.

Housing

Client satisfaction fell again this year, with client satisfaction with the product down to 82% (84% in 2009). Client Satisfaction - service fell for the second year in a row to 73% (79% in 2009) and defects scores worsened to 65% (76% in 2009). Cost predictability rose across the board but time predictability fell in two of three categories.

Consultants

Overall, client satisfaction has improved since 2002, with 2010 showing dramatic gains across the board. On the down side, training days per employee declined to 0.7, the lowest figure ever for the survey.

M&E Contractors

Client satisfaction in the M&E sector showed strong gains this year continuing the overall positive trend since 2001. For the sixth year in a row, M&E Contractors' safety performance showed an improvement, with 57% of all companies achieving zero reportable accidents (55% in 2009). For larger (60+ employees) companies, 25% achieved zero accidents, the same as in 2009. 2010 saw improvements in both cost predictability which rose to 50% (46% in 2009) and time predictability which was 55% (53% in 2009). Median profitability increased to 4.5% (from 3.9% last year) while productivity improved from £54k value-added per employee to £56k. Both figures should be treated with caution as unprofitable firms may not have survived to report their results. On the down side, defects performance dropped from 69% last year to 60% this year.

Economic KPIs – All Construction

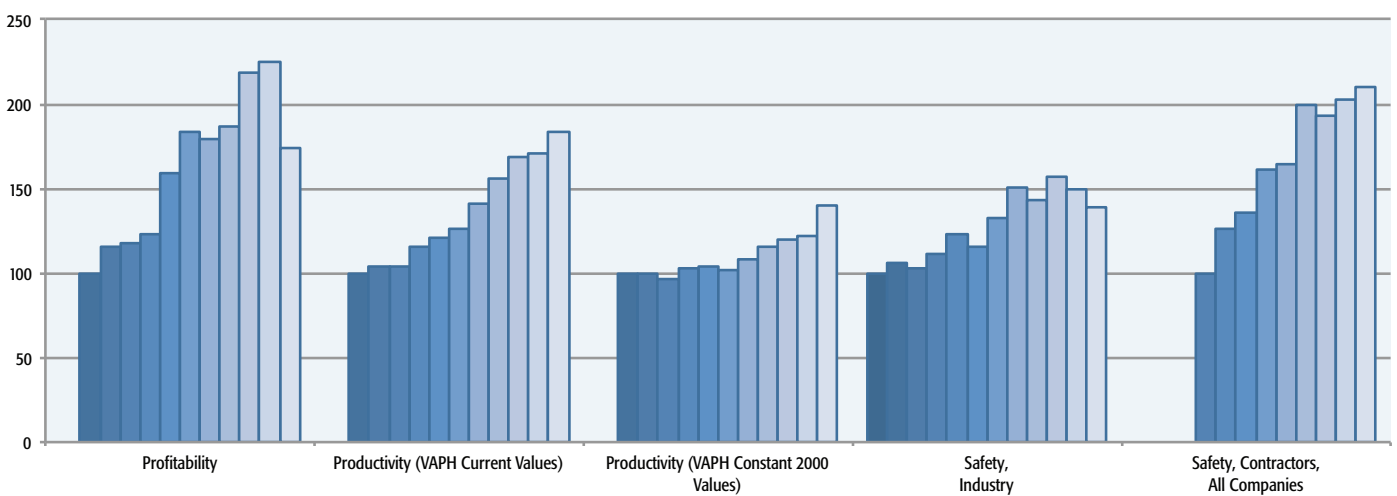
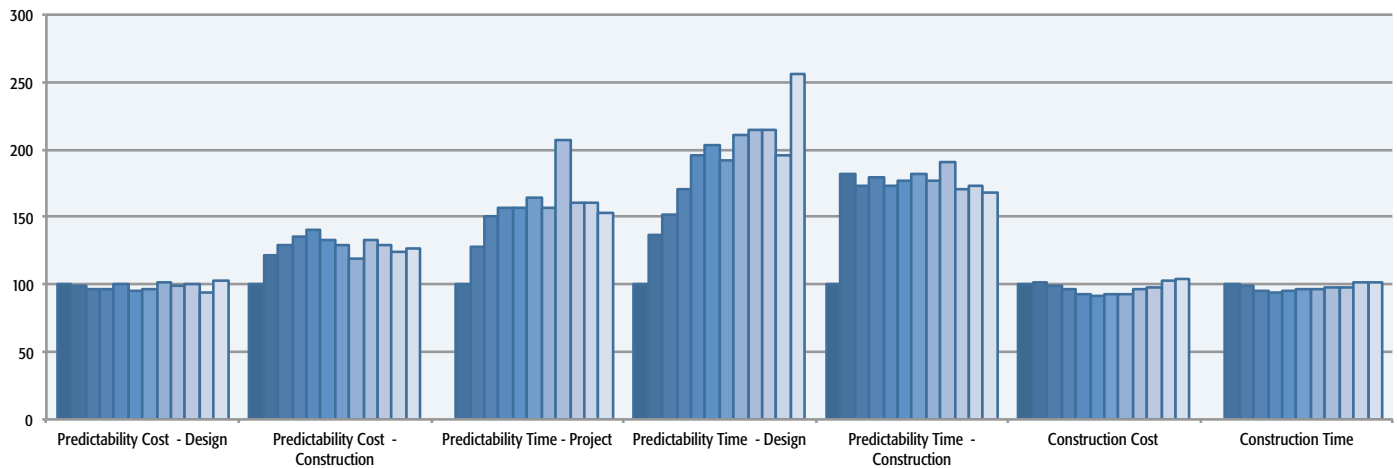
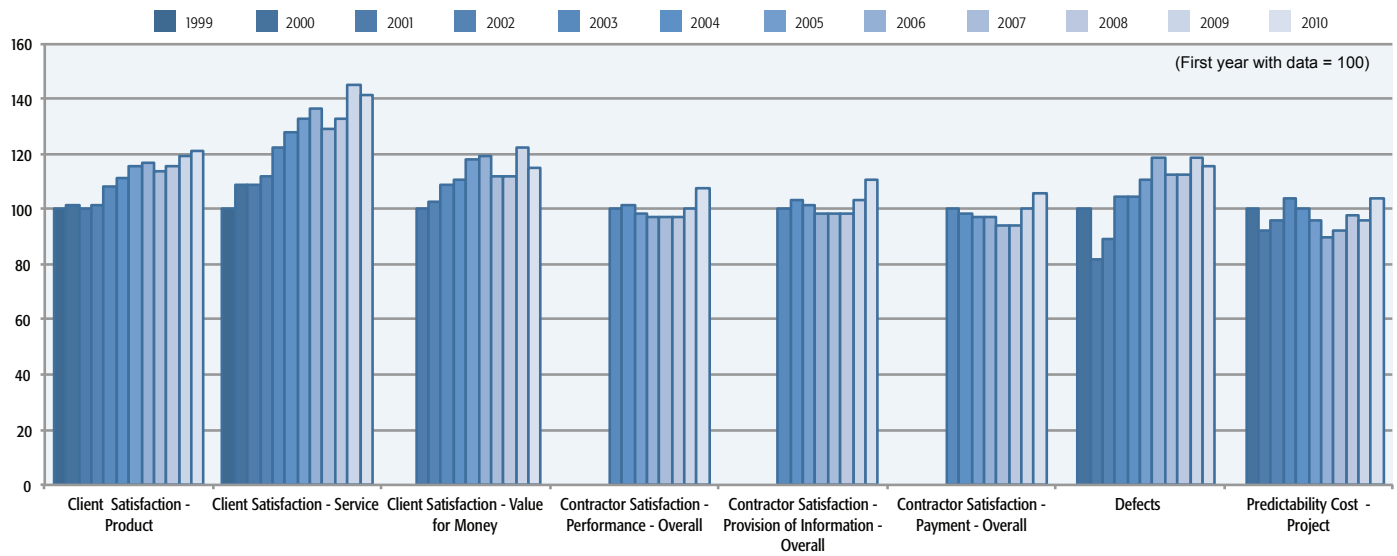
Year-on-Year Comparisons

KPI	Measure	Performance												Trend	
		1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Last Year	All Years
Client Satisfaction - Product	% scoring 8/10 or better	72%	73%	72%	73%	78%	80%	83%	84%	82%	83%	86%	87%	↑	↑
Client Satisfaction - Service	% scoring 8/10 or better	58%	63%	63%	65%	71%	74%	77%	79%	75%	77%	84%	82%	↓	↑
Client Satisfaction - Value for Money ¹	% scoring 8/10 or better	-	-	67%	69%	73%	74%	79%	80%	75%	75%	82%	77%	↓	↑
Contractor Satisfaction - Performance - Overall ¹	% scoring 8/10 or better	-	-	-	-	64%	65%	63%	62%	62%	62%	64%	69%	↑	↑
Contractor Satisfaction - Provision of Information - Overall ¹	% scoring 8/10 or better	-	-	-	-	57%	59%	58%	56%	56%	56%	59%	63%	↑	↑
Contractor Satisfaction - Payment - Overall ¹	% scoring 8/10 or better	-	-	-	-	67%	66%	65%	65%	63%	63%	67%	71%	↑	↑
Defects - Impact at Handover ¹	% scoring 8/10 or better	-	65%	53%	58%	68%	68%	72%	77%	73%	73%	77%	75%	↓	↑
Predictability Cost - Project ¹	% on cost or better	-	50%	46%	48%	52%	50%	48%	45%	46%	49%	48%	52%	↑	↔
Predictability Cost - Design	% on cost or better	65%	64%	63%	63%	65%	62%	63%	66%	64%	65%	61%	67%	↑	↔
Predictability Cost - Construction	% on cost or better	37%	45%	48%	50%	52%	49%	48%	44%	49%	48%	46%	47%	↑	↑
Predictability Time - Project ¹	% on cost or better	-	28%	36%	42%	44%	44%	46%	44%	58%	45%	45%	43%	↓	↑
Predictability Time - Design	% on cost or better	27%	37%	41%	46%	53%	55%	52%	57%	58%	58%	53%	69%	↑	↑
Predictability Time - Construction	% on cost or better	34%	62%	59%	61%	59%	60%	62%	60%	65%	58%	59%	57%	↓	↑
Construction Cost ¹	% change compared with one year ago	-3.0%	-2.0%	3.0%	2.0%	5.0%	1.1%	-0.8%	-0.8%	-3.8%	-1.7%	-4.3%	-1.5%	↑	↑
Construction Time ¹	% change compared with one year ago	-	3.0%	1.0%	4.0%	1.0%	-1.7%	-1.3%	0.1%	-0.3%	-0.5%	-3.9%	-0.1%	↑	↔
Profitability ²	Median % profit before interest & tax	-	4.4%	5.1%	5.2%	5.4%	7.0%	8.1%	7.9%	8.2%	9.6%	9.9%	7.7%	↓	↑
Productivity (VAPH Current Values) ²	Median value added/ FTE employee (£000)	-	27	28	28	31.1	32.6	34.2	38.2	42	45.5	46.2	49.5	↑	↑
Productivity (VAPH Constant 2000 Values) ^{2,3}	Median value added/ FTE employee (£000)	-	27.0	26.8	26.0	27.9	28.2	27.5	29.3	31.2	32.3	33.0	37.8	↑	↑
Safety - Industry	Accident incidence rate	1354	1271	1318	1217	1097	1172	1023	901	946	865	906	971	↓	↑
Safety - Contractors - All Companies ⁴	% achieving zero accident incidence rate	-	-	-	31%	39%	42%	50%	51%	62%	60%	63%	65%	↑	↑

1. Data not available before the first year shown.
2. The measure for this KPI was changed in 2000; thus 1999 data was not reported. In order to regularise the volatile mix of financial data by company size from year to year, in 2006 a standard method of weighting by number of employees was adopted in line with other international financial KPIs. This method was applied retrospectively and, where applicable, results were revised.
3. Current values are deflated by the "All Construction Output Price Index" for the first years KPI to arrive at constant values .
4. Data for this KPI was not available before 2002. This KPI is based on company annual accident incidence rates collected in the BIS Contractor Survey adjusted for under reporting.

Economic KPIs – All Construction

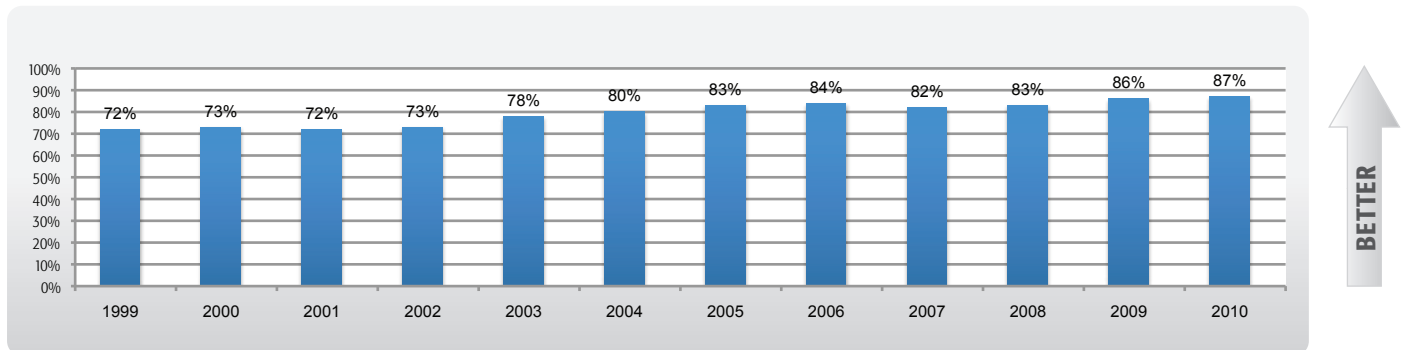
Year-on-Year Comparisons (cont.)



Economic KPIs – All Construction

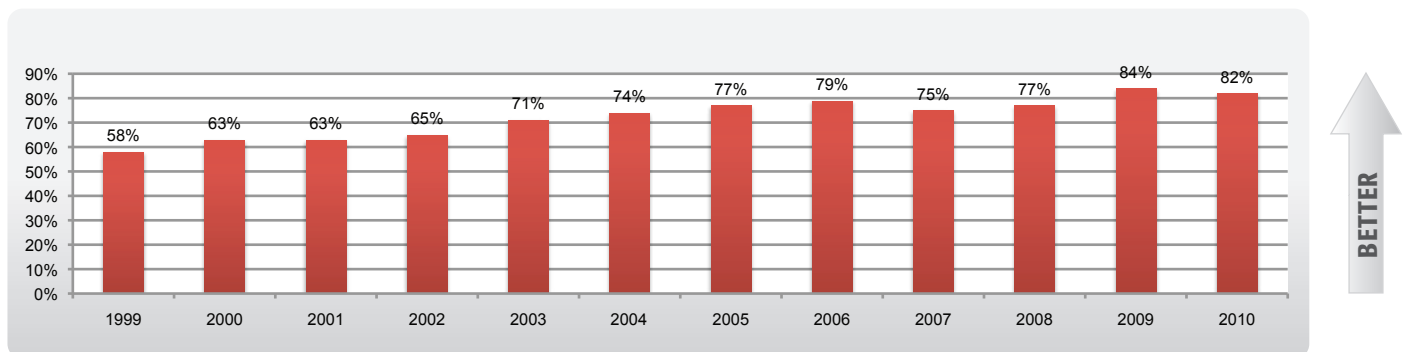
Individual KPI Trends

Client Satisfaction - Product



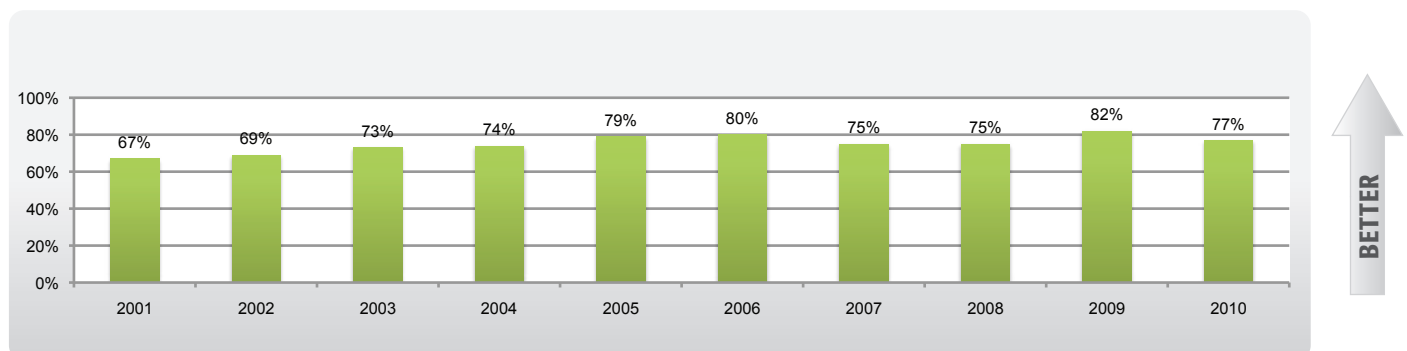
The annual KPI surveys ask clients to rate how satisfied they were with the completed facility on a scale from 1-10. After levelling off between 2005 and 2008, the KPI reached an all-time high of 87% of projects scoring 8 out of 10 or better.

Client Satisfaction - Service



The annual KPI surveys ask clients to rate how satisfied they were with the service provided by the project team on a scale from 1-10. After an all-time high of 84% of projects scoring 8 out of 10 or better, there was a small step backward this year to 82%.

Client Satisfaction - Value for Money

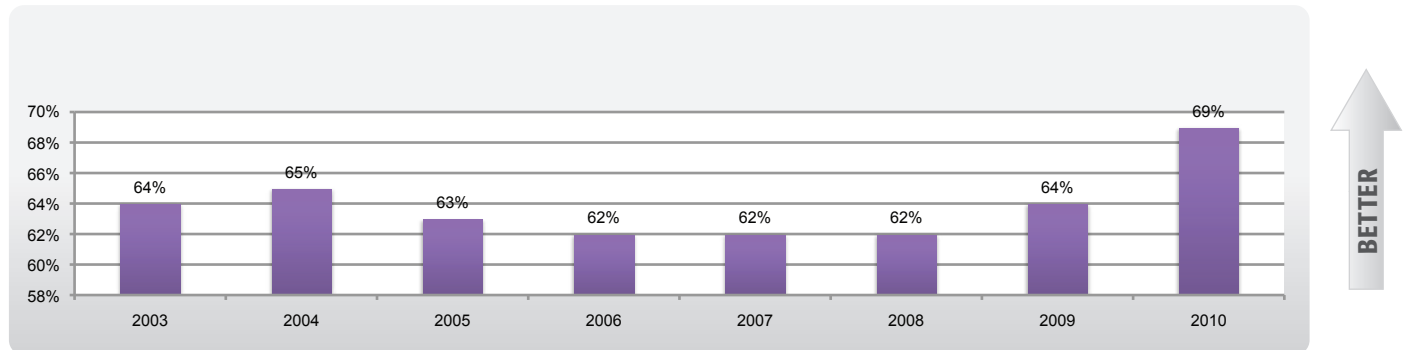


The annual KPI surveys ask clients to rate how satisfied they were with the value for money provided on the project on a scale from 1-10. In 2010, 77% of projects scored 8 out of 10 or better. This is a decline from the all-time high set the year before.

Economic KPIs – All Construction

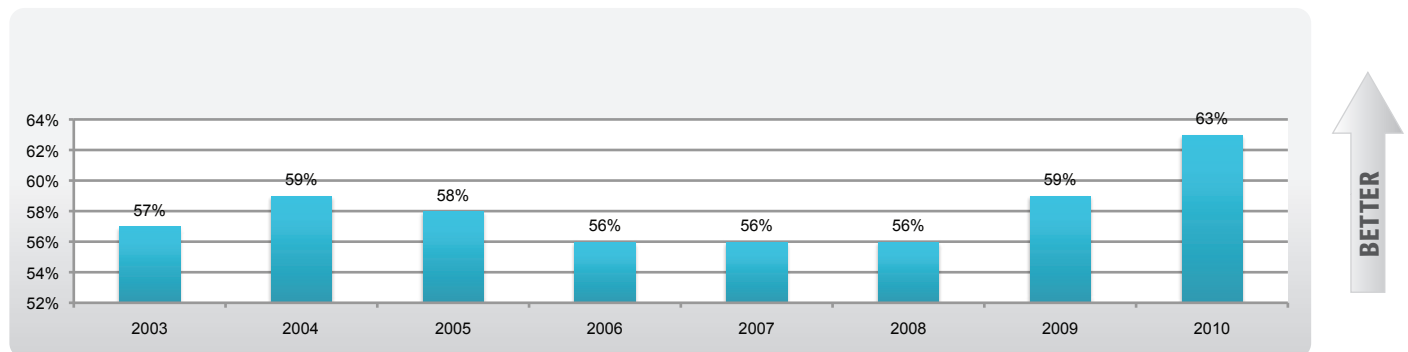
Individual KPI Trends (cont.)

Client Satisfaction - Performance - Overall



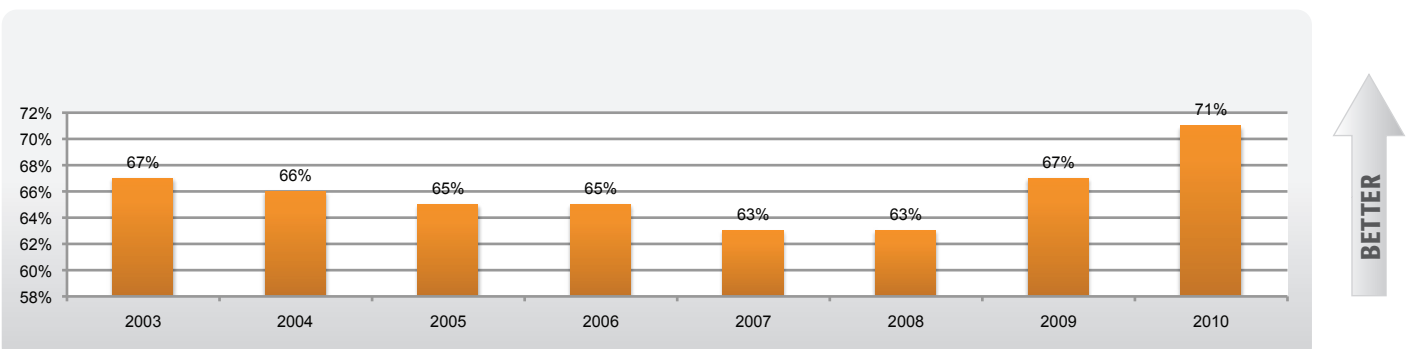
The annual KPI surveys ask contractors to rate how satisfied they were with the overall performance of the client on a 1-10 scale. After remaining essentially flat over the last seven years, a healthy jump was recorded in 2010 with 69% of projects scoring 8 out of 10 or better.

Client Satisfaction - Provision of Information - Overall



The annual KPI surveys ask contractors to rate how satisfied they were with the overall provision of information by the client on a 1-10 scale. In 2010, 63% of contractors were awarded 8 out of 10 or better. This is a healthy improvement of 4% versus 2009 for a KPI which had remained almost unchanged over seven years.

Client Satisfaction - Payment - Overall

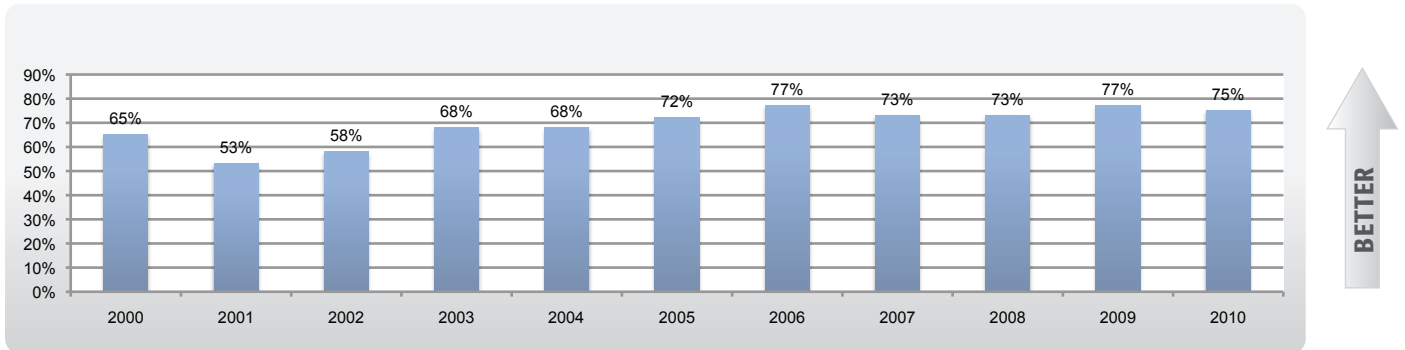


The annual KPI surveys ask contractors to rate how satisfied they were with the overall provision of payment by the client on a 1-10 scale. In 2010, 71% of contractors awarded 8 out of 10 or better. This is not just an improvement on last year, but is also the first time it has cracked the 70% level.

Economic KPIs – All Construction

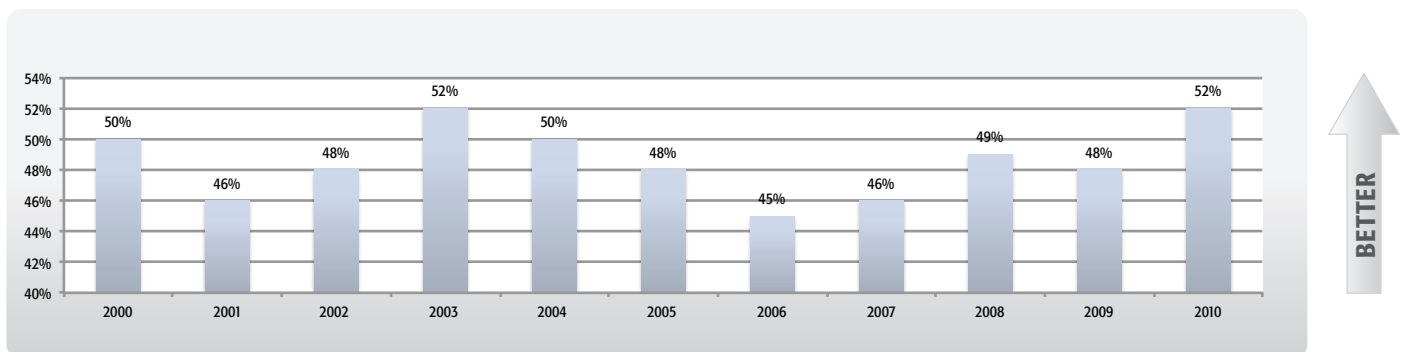
Individual KPI Trends (cont.)

Defects - Impact at Handover



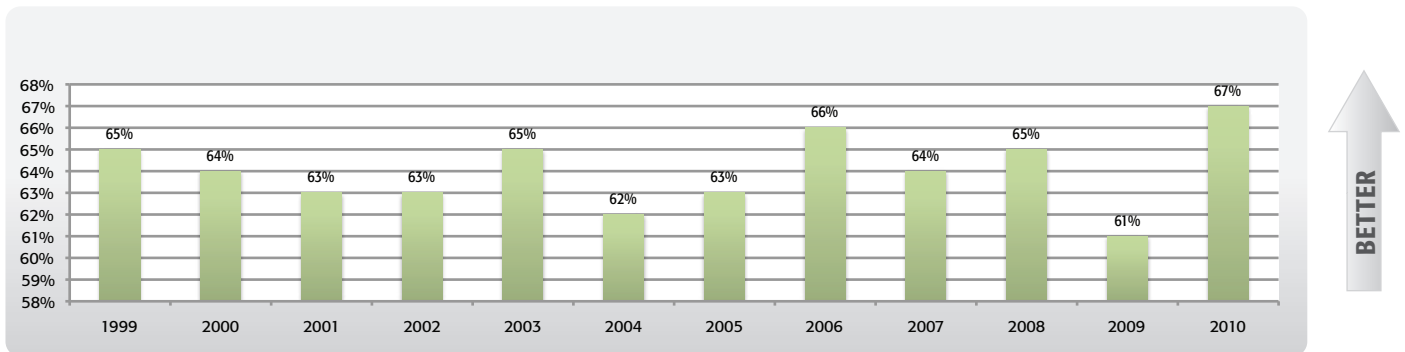
The annual KPI surveys ask clients to rate the impact of defects in the project at the point of handover, on a scale from 1-10, where 10 represents zero defects. In 2010, 75% of projects achieved 8 out of 10 or better. This is right in line with the previous four years where performance has bounced between back and forth between 73% and 77%.

Predictability Cost - Project



Since 2000 the annual KPI surveys have assessed the cost predictability of the whole project (i.e. the combined cost of design and construction). In 2010, 52% of projects were delivered on target or better, compared with 48% in 2009. This represents the largest increase since 2003 and equals the all time high also achieved that year.

Predictability Cost - Design

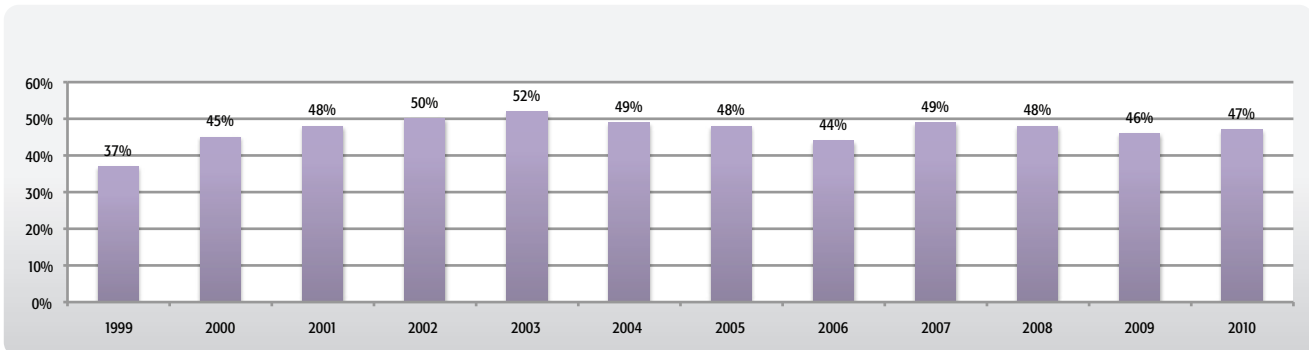


The annual KPI surveys ask for the actual out-turn cost of design compared with the figure agreed at the start of that phase. In 2010, 67% of projects delivered on target or better compared with 61% in 2009. This is a significant increase in performance this year, and is a new high.

Economic KPIs – All Construction

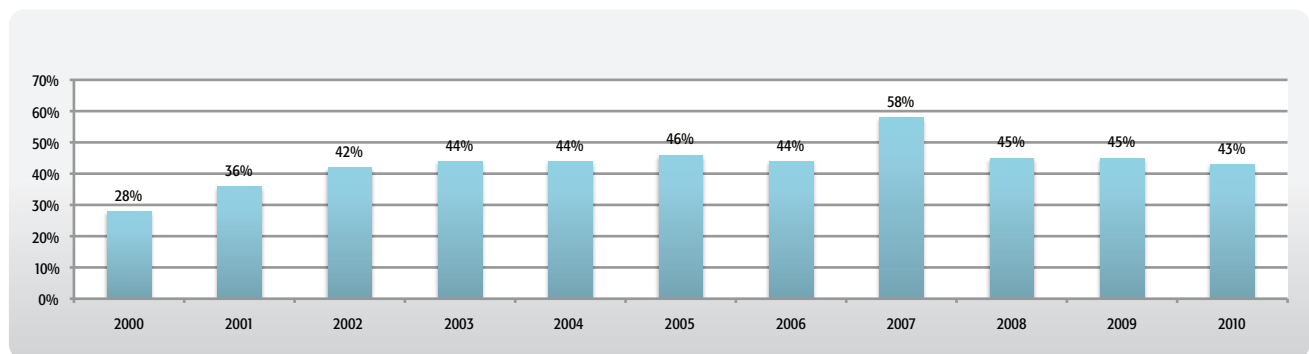
Individual KPI Trends (cont.)

Predictability Cost - Construction



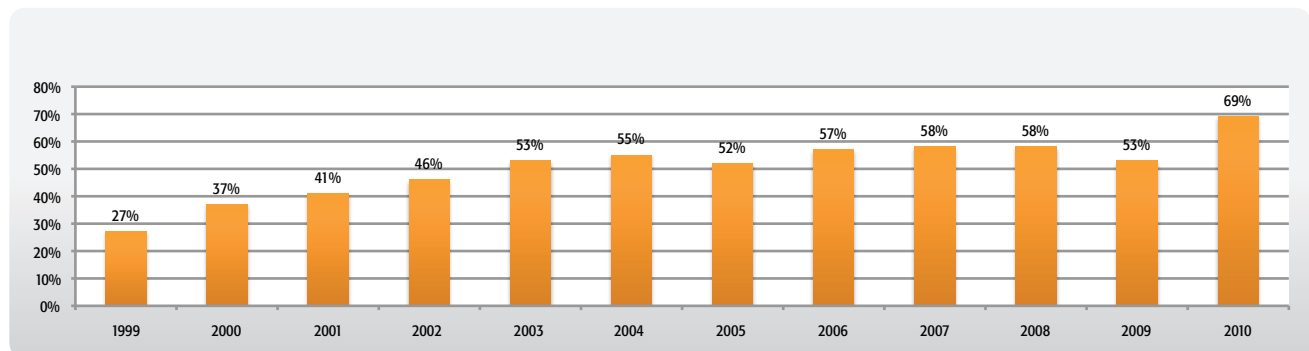
The annual KPI surveys ask for the actual out-turn cost of construction compared with the figure agreed at the start of that phase. In 2010, 47% of projects delivered on target or better compared with 46% in 2009. This represents a slight increase in performance this year but is virtually unchanged performance over ten years.

Predictability Time - Project



Since 2000 the annual KPI surveys have assessed the time predictability of the whole project (i.e. the combined time for design and construction). In 2010, 43% of projects delivered on target or better, a decrease of 2% from 2009. This year's figure is the lowest since 2002.

Predictability Time - Design



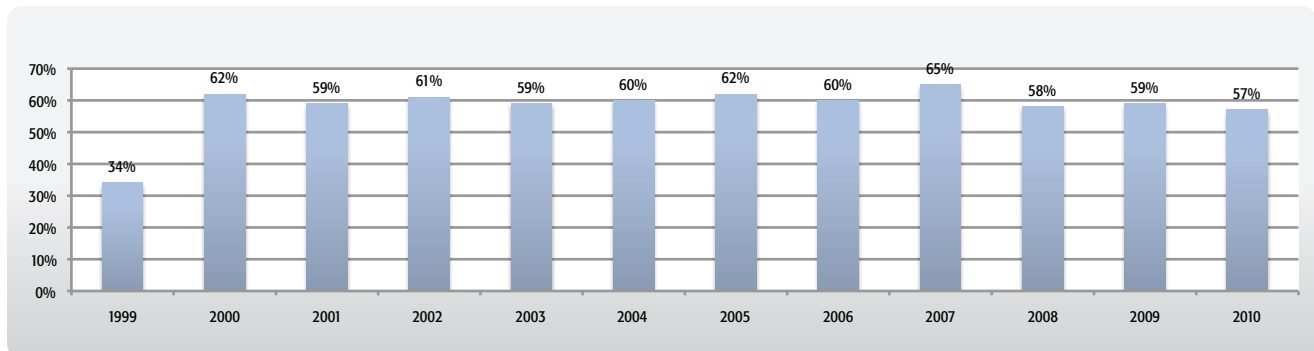
The annual KPI surveys ask for the actual out-turn time taken for the design phase compared with the length of time agreed at the start of that phase.

In 2010, 69% of projects delivered on target or better compared with 53% in 2009. This represents a significant improvement in performance and top the previous highest figure by more than 10%.

Economic KPIs – All Construction

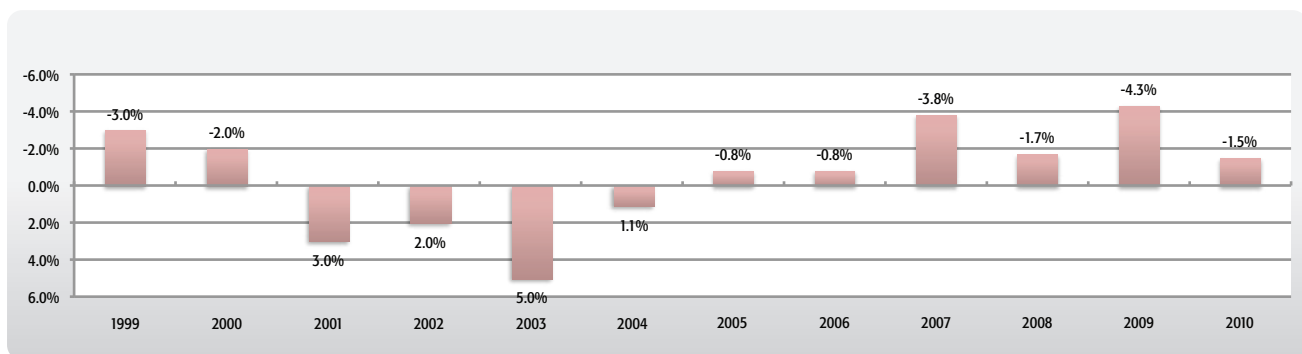
Individual KPI Trends (Cont.)

Predictability Time - Construction



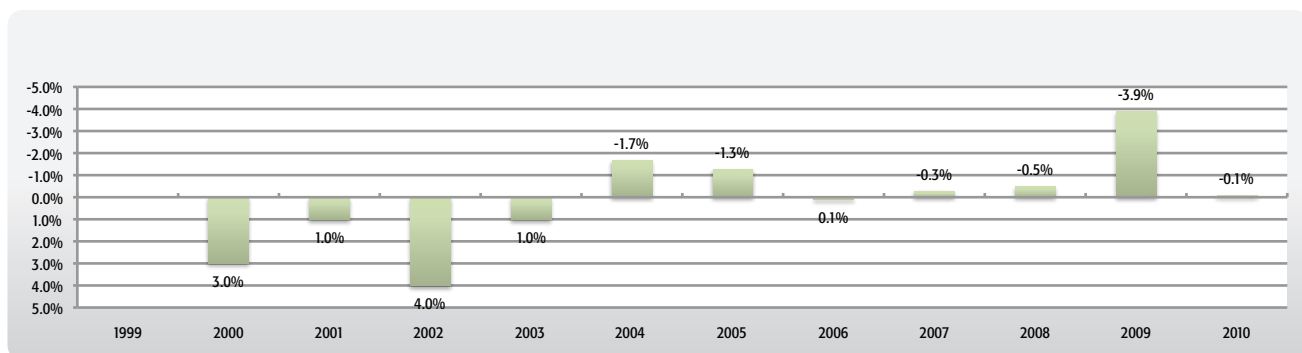
The annual KPI surveys ask for the actual out-turn time taken for the construction phase compared with the length of time agreed at the start of that phase. In 2010, 57% of projects delivered on programme or better, compared with 59% in 2009. Over the past ten years there has been a slight decline in performance.

Construction Cost



BIS collates data on the total cost of construction, and is able to normalise this by type and size of facility and region of the country. Analysis of these data show that construction costs in 2009 fell in absolute terms by 1.5% compared with 2008. It is the sixth straight year that cost has fallen.

Construction Time



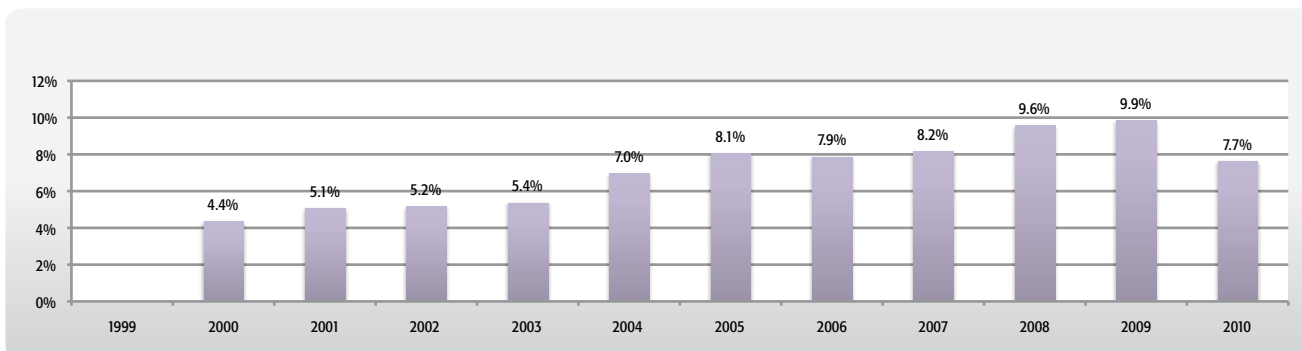
BIS collates data on the duration of construction and is able to normalise this by type and size of facility and region of the country. Analysis of this data shows that construction times in 2010 are approximately the same as in 2009. Performance is virtually unchanged over eleven years.

Data not available for all years

Economic KPIs – All Construction

Individual KPI Trends (cont.)

Profitability - (ROS)

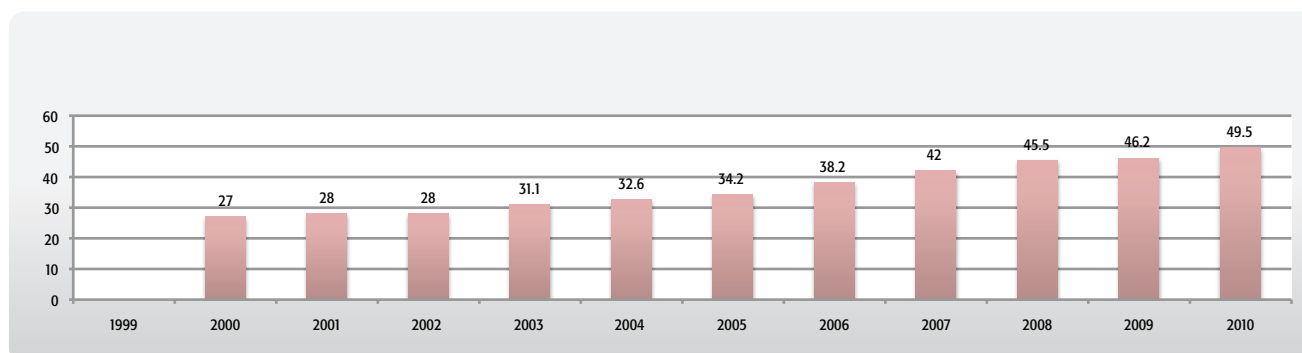


Data on profit before interest and tax (PBIT) is obtained from firms filing annual accounts with Companies House. A snapshot of this data taken each January relates to financial performance reported in the previous year.

In 2010, the median profitability before tax and interest was 7.7%, compared with 9.9% in 2009. This decline reflects the overall state of the wider economy.

Data not available for all years

Productivity - (VAPH Current Values)

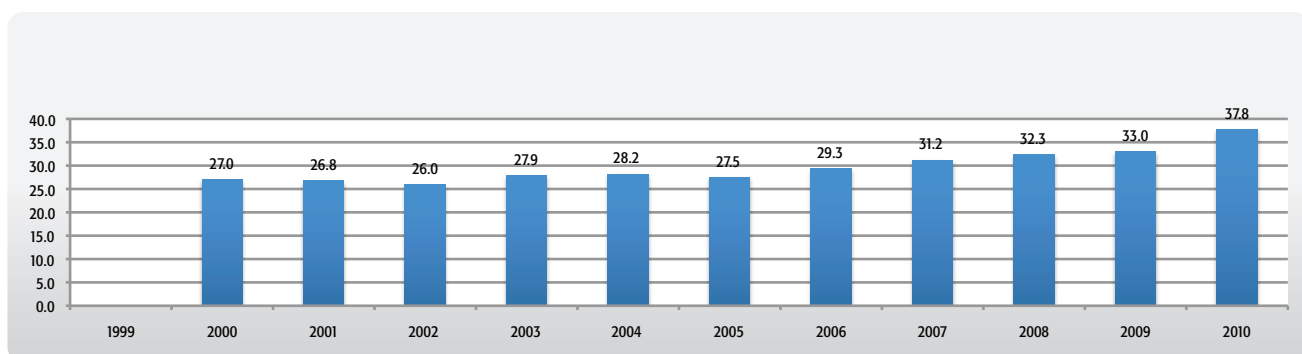


Data on value added (gross turnover less all bought-in supplies) is obtained from firms filing annual accounts with Companies House. A snapshot of this data taken each January relates to financial performance reported in the previous year.

In 2010, the median value added per employee was £49.5k compared to £46.2k in 2009. This represents a significant improvement in performance this year and over ten years.

Data not available for all years

Productivity - (VAPH Constant 2000 Values)



Data on value added (gross turnover less all bought-in supplies) is obtained from firms filing annual accounts with Companies House. A snapshot of this data taken each January relates to financial performance reported in the previous year. The data for each year is adjusted back to the 2000 values to remove the effect of inflation.

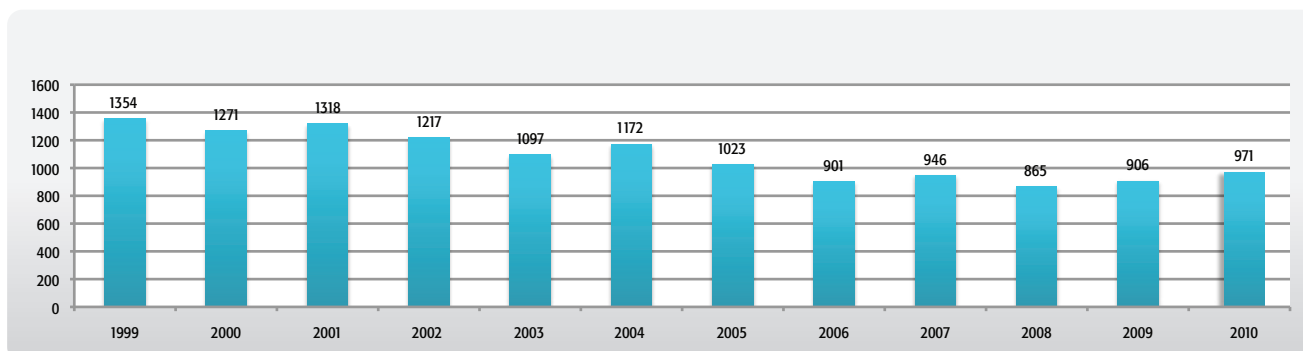
In 2010, the median value added per employee (adjusted) was £37.8k compared to £33.0k in 2009. This represents a significant improvement in performance this year and over ten years.

Data not available for all years

Economic KPIs – All Construction

Individual KPI Trends (Cont.)

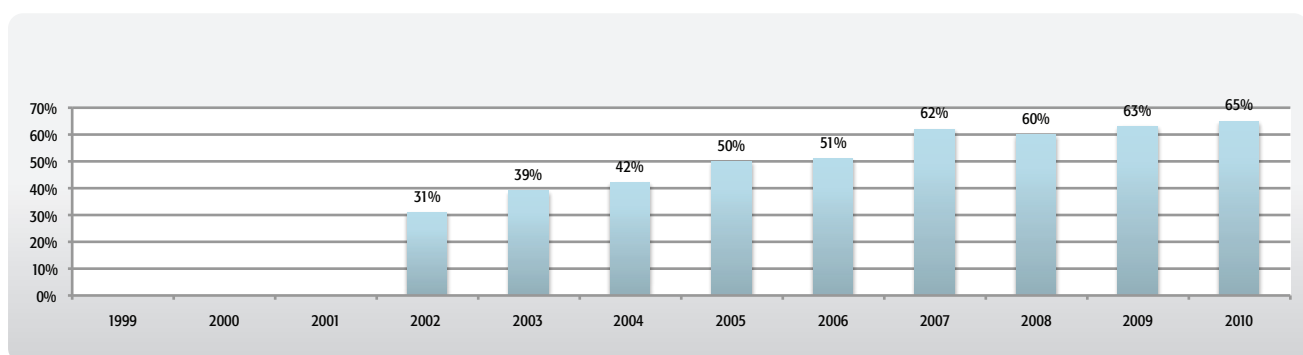
Safety – Industry



In 2010, this KPI was reported by Contractors taking the KPI survey. In previous years, the data was taken from provisional HSE data for all reportable accidents.

In 2010, there was a slight deterioration in performance, but there has been a significant improvement over eleven years.

Safety - Contractors - All Companies



The annual KPI surveys ask for company annual accident incidence rates per 100,000 employed. The data set is adjusted for under reporting.

In 2010, 65% of companies reported a zero accident incidence rate compared with 63% in 2009. This represents a slight improvement in performance this year and significant improvement over nine years.

Data not available for all years

Respect for People KPIs – All Construction

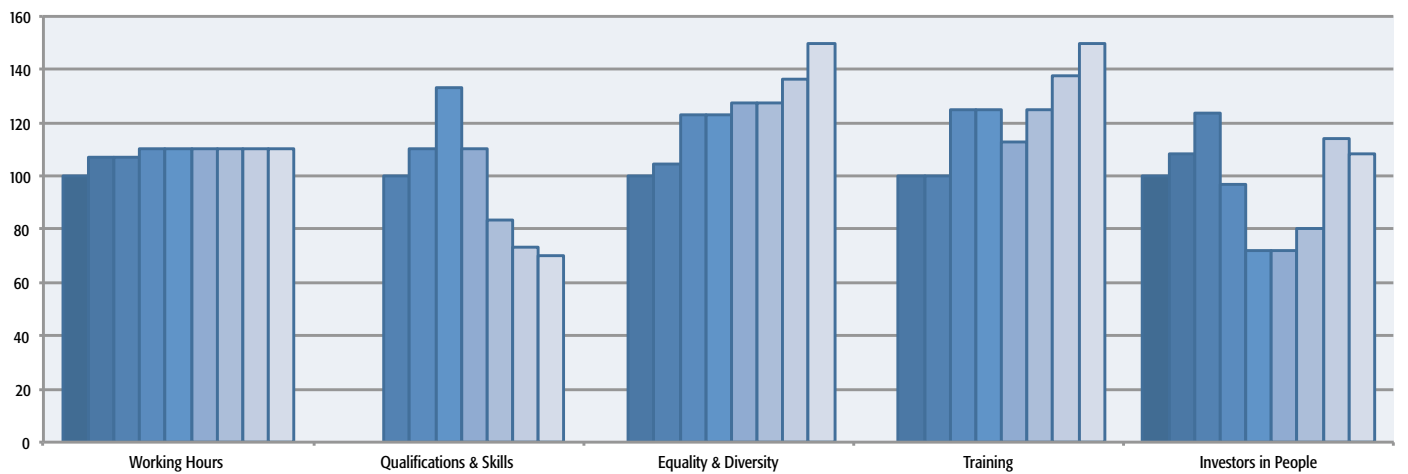
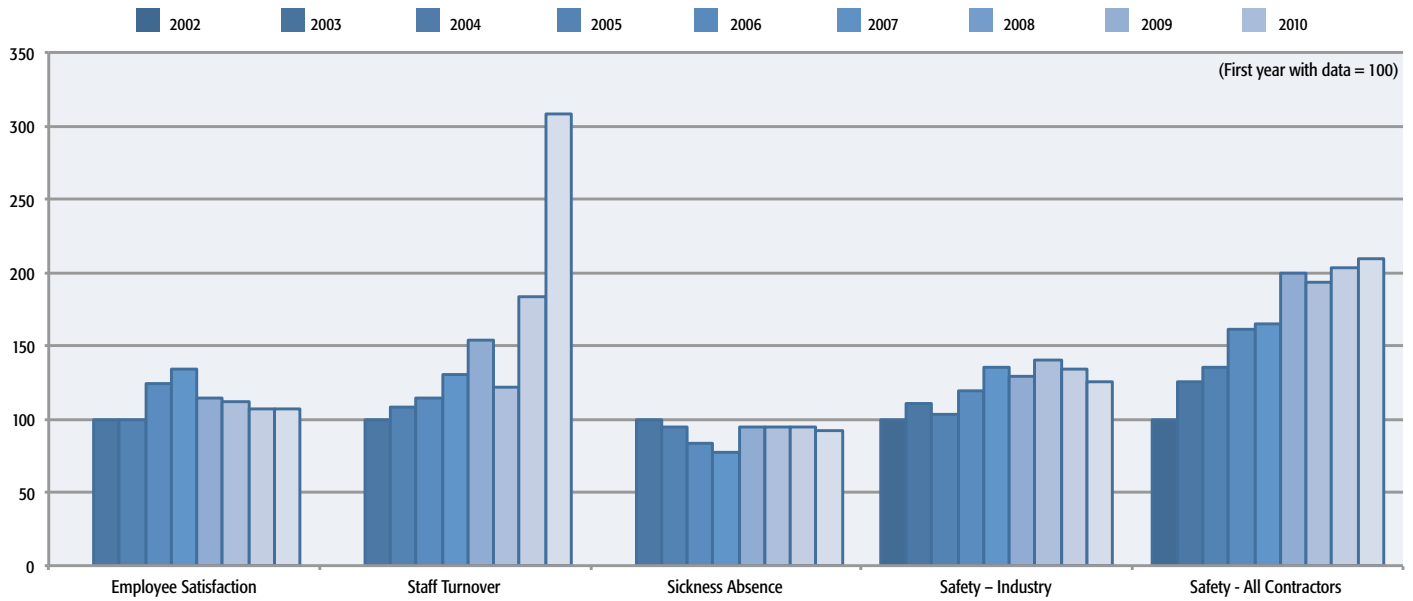
Year-on-Year Comparisons

KPI	Measure	Performance									Trend	
		2002	2003	2004	2005	2006	2007	2008	2009	2010	Last Year	All Years
Employee Satisfaction¹	% scoring 8/10 or better	-	41%	41%	51%	55%	47%	46%	44%	44%	↔	↑
Staff Turnover - All Companies¹	Median % staff turnover	-	7.7%	7.1%	6.7%	5.9%	5.0%	6.3%	4.2%	2.5%	↑	↑
Sickness Absence - All Companies¹	Median number of days lost	-	1.8	1.7	1.5	1.4	1.7	1.7	1.7	1.7	↔	↔
Safety – Industry²	Mean accident incidence rate	1217	1097	1172	1023	901	946	865	906	971	↓	↑
Safety - All Contractors³	% achieving zero accident incidence rate	31%	39%	42%	50%	51%	62%	60%	63%	65%	↑	↑
Working Hours	Median usual hours worked per week	44	41	41	40	40	40	40	40	40	↔	↓
Qualifications & Skills¹	Median % of direct employees qualified to NVQ Level 2 or higher	-	-	30%	33%	40%	33%	25%	22%	21%	↓	↓
Equality & Diversity¹	% scoring 8/10 or better	-	44%	46%	54%	54%	56%	56%	60%	66%	↑	↑
Training¹	Median annual training days per full-time equivalent employee	-	0.8	0.8	1.0	1.0	0.9	1.0	1.1	1.2	↑	↑
Investors in People	Mean % of direct employees covered by iIP commitment & recognition	15.4%	16.7%	19.0%	14.9%	11.1%	11.1%	12.4%	17.6%	16.7%	↓	↑

1. Data not available before the first year shown.
2. Based on company annual accident incidence rate published by the Health & Safety Executive on its website at Table 1 "Injuries in GB by Industry and Severity of Injury as reported to all Enforcing Authorities" through 2007 and is from BIS Contractors survey from 2008.
3. Based on company annual accident incidence rates collected in the BIS Contractor Survey which is adjusted for under reporting.

Respect for People KPIs – All Construction

Year-on-Year Comparisons (cont.)



Environment KPIs – All Construction

Year-on-Year Comparisons

KPI	Measure	Performance								Trend	
		2003	2004	2005	2006	2007	2008	2009	2010	Last Year	All Years
Product Performance											
Impact on the environment	% scoring 8/10 or better	28%	32%	53%	54%	51%	55%	64%	54%	↓	↑
Impact on biodiversity	% scoring 8/10 or better	34%	28%	33%	36%	34%	35%	31%	48%	↑	↑
Whole life performance	% scoring 8/10 or better	29%	35%	41%	41%	39%	35%	44%	49%	↑	↑
Energy use (Designed)	Median energy use kg CO ₂ / 100m ² gross floor area	4,414	4,295	4,291	3,729	3,775	4,474	4,539	4,053	↑	↑
Energy use (Designed) - Housing SAP Rating ^{1 2 3 4}	Median SAP2001 rating	-	90	95	97	100	100				
Energy use (Designed) - Housing SAP Rating ^{1 3}	Median SAP2005 rating	-	-	-	-	-	-	82	78.5	↓	
Mains water use (designed) ³	Median water use m ³ / 100m ² gross floor area	69.6	70.4	53.2	52	90.4	80	49.5	47.2	↑	↑
Area of habitat - created/retained - product ¹	% reporting no change or an increase in area of habitat	-	84%	76%	83%	78%	80%	82%	81%	↔	↓
Construction Process Performance											
Impact on the environment	% scoring 8/10 or better	51%	56%	44%	45%	44%	48%	49%	73%	↑	↑
Impact on biodiversity	% scoring 8/10 or better	35%	39%	45%	48%	46%	49%	47%	54%	↑	↑
Energy Use (Current Values)	Median energy use kg CO ₂ / £100k project value	288	322	293	293	273	192	241	249	↓	↑
Energy Use (Constant 2003 Values) ⁵	Median energy use kg CO ₂ / £100k project value	288	335	327	343	331	243	303	294	↑	↔
Mains Water Use (Current Values)	Median water use m ³ / 100m ²	7.5	9.7	8.2	8.9	8.2	7.1	6.3	6.3	↔	↑
Mains Water Use (Constant 2003 Values) ⁵		7.5	10.1	9.2	10.4	9.9	9.0	7.9	7.4	↑	↔
Waste (Current Values)	Median waste removed from site m ³ / 100m ²	43.5	47.1	41.6	37	39.1	36.9	36.6	35.1	↑	↑
Waste (Constant 2003 Values) ⁵		43.5	48.9	46.5	43.4	47.3	46.7	46.0	41.5	↑	↑
Commercial vehicle movements (Current Values)	Median movements onto site / £100k project value	44.0	34.5	29.4	30.4	29.4	26.5	28.3	23.1	↑	↑
Commercial vehicle movements (Constant 2003 Values) ⁵	Median movements onto site / £100k project value	44.0	35.8	32.8	35.6	35.6	33.5	35.6	27.3	↑	↑

1. Data not available before the first year shown.

2. Data not available after 2008.

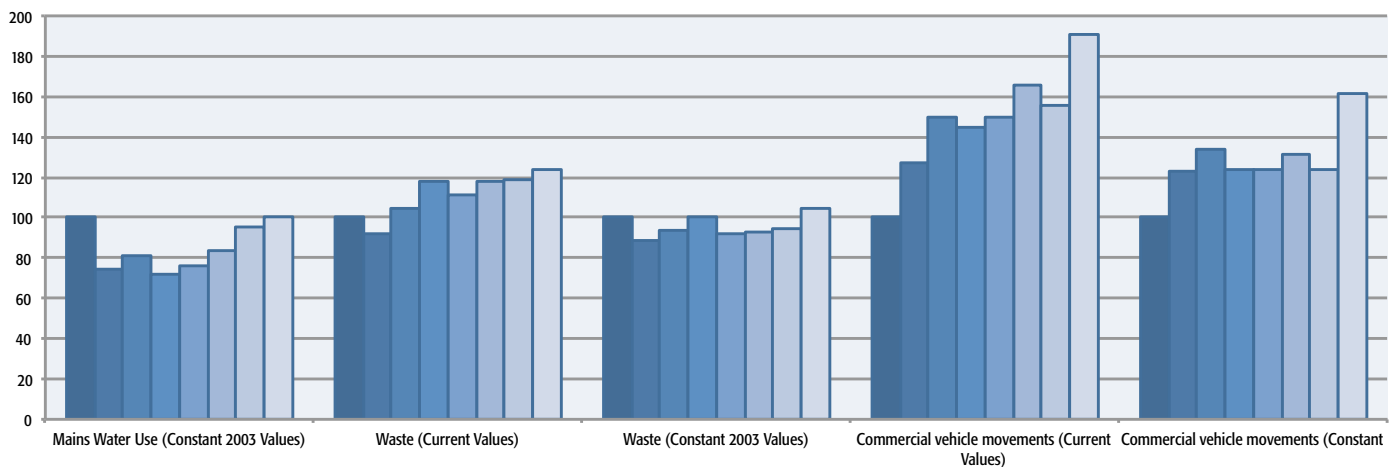
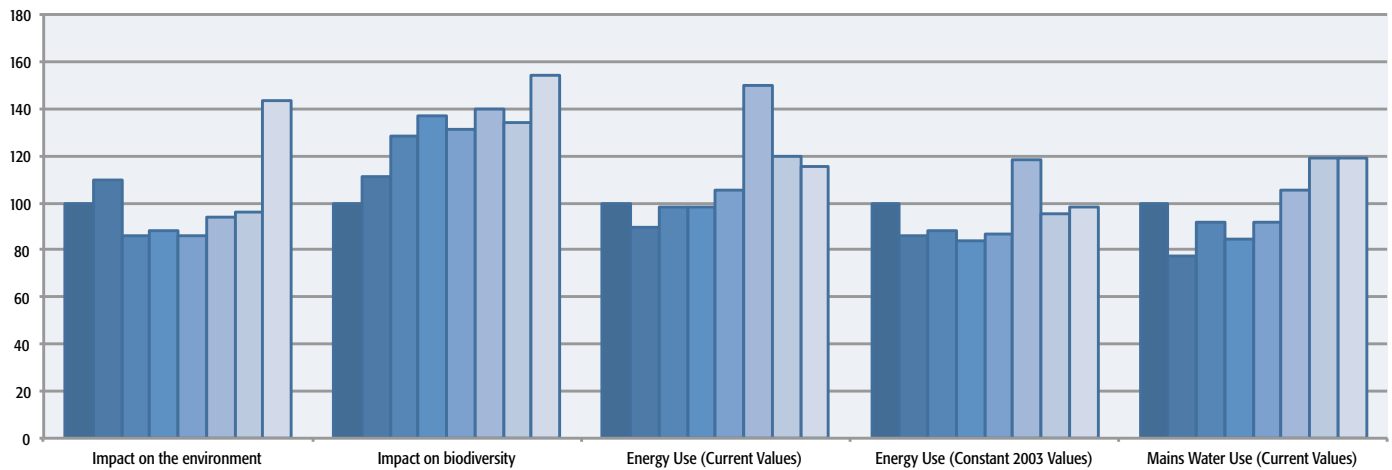
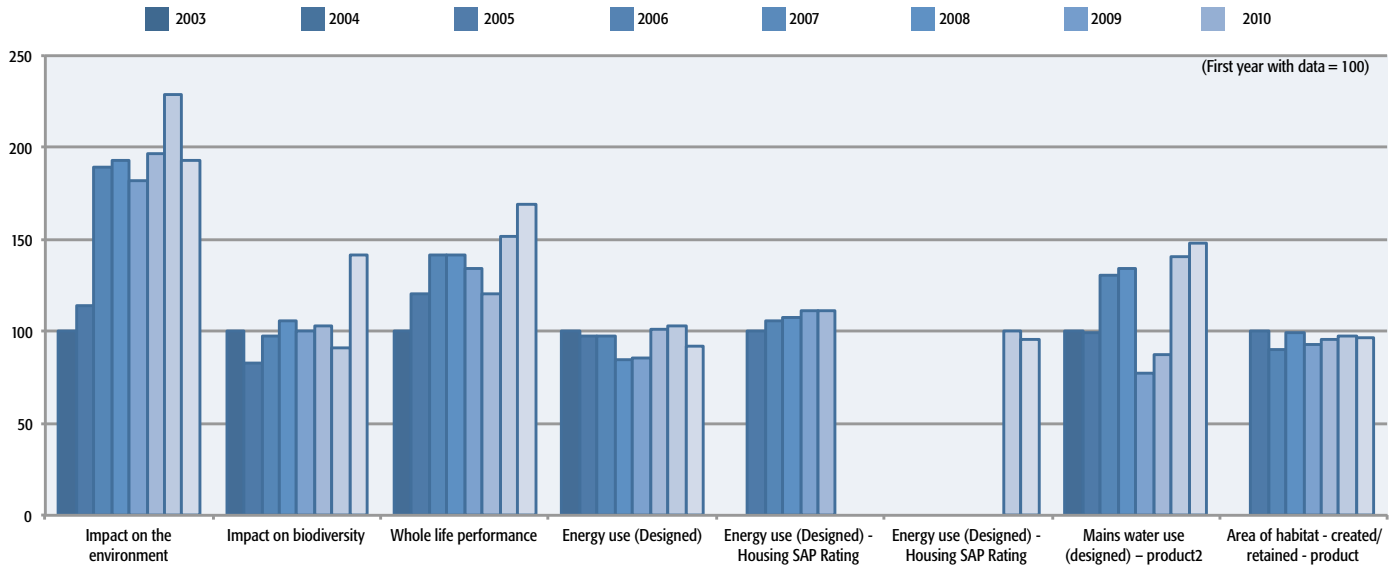
3. Limited data use with caution.

4. Insufficient data to publish a result in 2008. The 2007 result used for 2008.

5. Current values are deflated by the "All Construction Output Price Index" for the first years KPI to arrive at constant values.

Environment KPIs – All Construction

Year-on-Year Comparisons (cont.)



Economic KPIs - All Housing

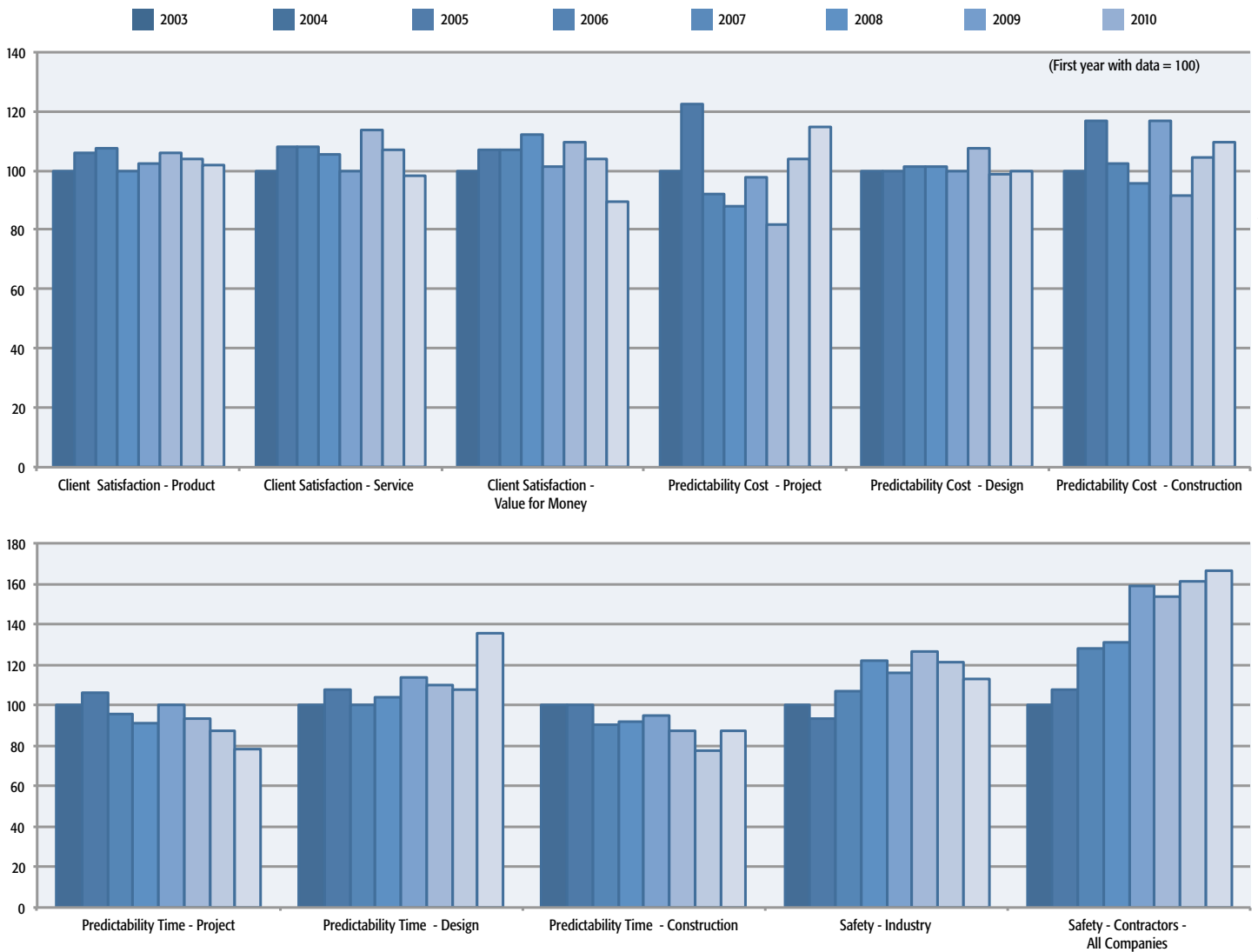
Year-on-Year Comparisons

KPI	Measure	Performance								Trend	
		2003	2004	2005	2006	2007	2008	2009	2010	Last	All Years
Client Satisfaction - Product	% scoring 8/10 or better	81%	86%	87%	81%	83%	86%	84%	82%	↓	↔
Client Satisfaction - Service	% scoring 8/10 or better	74%	80%	80%	78%	74%	84%	79%	73%	↓	↔
Defects - Impact at Handover	% scoring 8/10 or better	73%	78%	78%	82%	74%	80%	76%	65%	↓	↓
Predictability Cost - Project	% on cost or better	49%	60%	45%	43%	48%	40%	51%	56%	↑	↑
Predictability Cost - Design	% on cost or better	66%	66%	67%	67%	66%	71%	65%	66%	↔	↔
Predictability Cost - Construction	% on cost or better	48%	56%	49%	46%	56%	44%	50%	53%	↑	↑
Predictability Time - Project	% on cost or better	46%	49%	44%	42%	46%	43%	40%	36%	↓	↓
Predictability Time - Design	% on cost or better	51%	55%	51%	53%	58%	56%	55%	69%	↑	↑
Predictability Time - Construction	% on cost or better	62%	62%	56%	57%	59%	54%	48%	54%	↑	↓
Safety - Industry¹	Accident incidence rate	1097	1172	1023	901	946	865	906	971	↓	↑
Safety - Contractors - All Companies²	% achieving zero accident incidence rate	39%	42%	50%	51%	62%	60%	63%	65%	↑	↑

1. Based on company annual accident incidence rate published by the Health & Safety Executive on its website at Table 1 "Injuries in GB by Industry and Severity of Injury as reported to all Enforcing Authorities" through 2007 and is from BIS Contractors survey from 2008.
2. There is no sector breakdown available for this KPI. This KPI is based on company annual accident incidence rates collected in the BIS Contractor Survey adjusted for under reporting (see KPI Tutorial for details).

Economic KPIs - All Housing

Year-on-Year Comparisons (cont.)



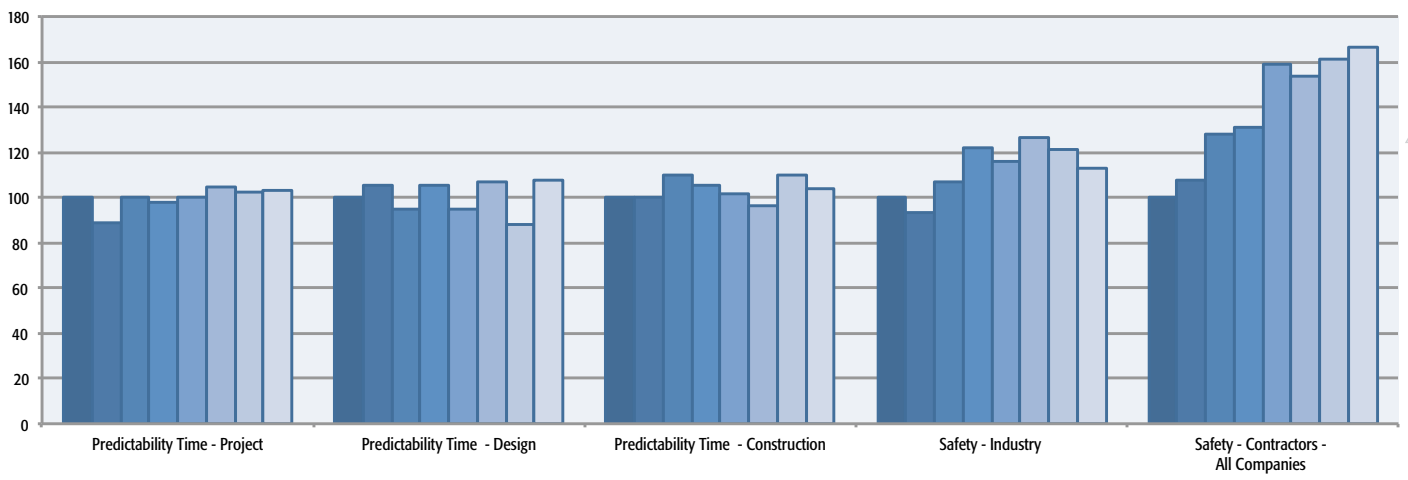
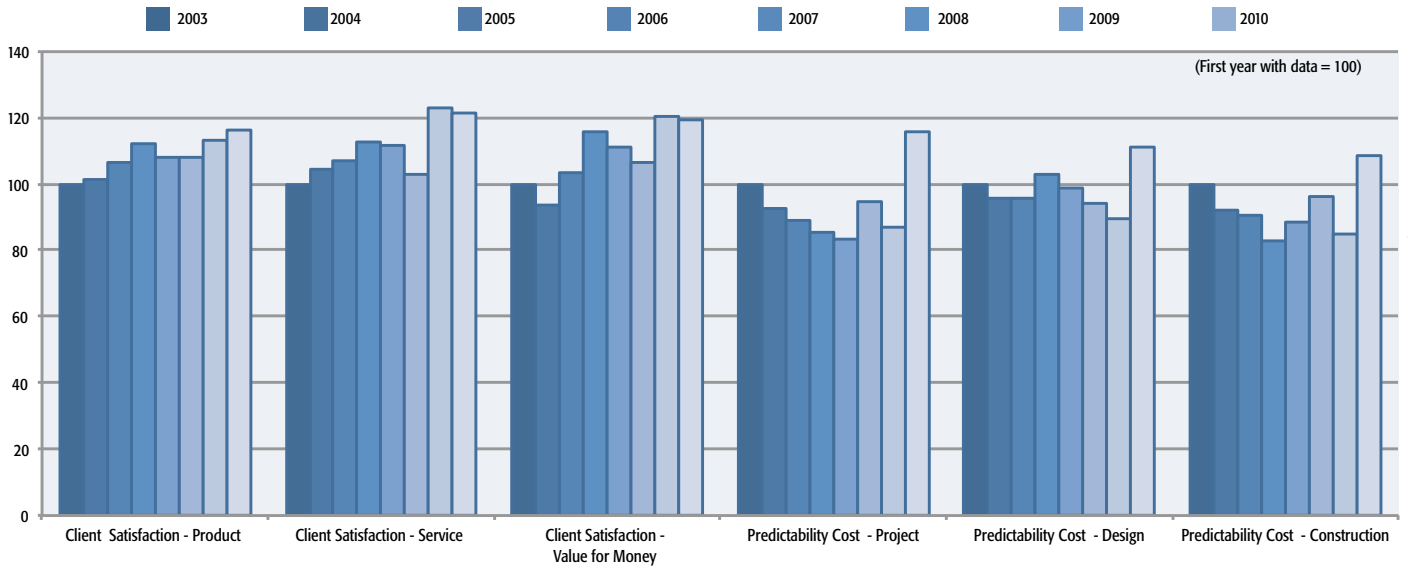
Economic KPIs - All Non-Housing

Year-on-Year Comparisons

KPI	Measure	Performance								Trend	
		2003	2004	2005	2006	2007	2008	2009	2010	Last Year	All Years
Client Satisfaction - Product	% scoring 8/10 or better	76%	77%	81%	85%	82%	82%	86%	88%	↑	↑
Client Satisfaction - Service	% scoring 8/10 or better	70%	73%	75%	79%	78%	72%	86%	85%	↔	↑
Defects - Impact at Handover	% scoring 8/10 or better	64%	60%	66%	74%	71%	68%	77%	76%	↔	↑
Predictability Cost - Project	% on cost or better	54%	50%	48%	46%	45%	51%	47%	63%	↑	↑
Predictability Cost - Design	% on cost or better	66%	63%	63%	68%	65%	62%	59%	73%	↑	↑
Predictability Cost - Construction	% on cost or better	52%	48%	47%	43%	46%	50%	44%	56%	↑	↑
Predictability Time - Project	% on cost or better	46%	41%	46%	45%	46%	48%	47%	47%	↔	↔
Predictability Time - Design	% on cost or better	57%	60%	54%	60%	54%	61%	50%	61%	↑	↑
Predictability Time - Construction	% on cost or better	59%	59%	65%	62%	60%	57%	65%	61%	↓	↔
Safety - Industry¹	Accident incidence rate	1097	1172	1023	901	946	865	906	971	↓	↑
Safety - Contractors - All Companies²	% achieving zero accident incidence rate	39%	42%	50%	51%	62%	60%	63%	65%	↑	↑

1. Based on company annual accident incidence rate published by the Health & Safety Executive on its website at Table 1 "Injuries in GB by Industry and Severity of Injury as reported to all Enforcing Authorities" through 2007 and is from BIS Contractors survey from 2008.
2. There is no sector breakdown available for this KPI. This KPI is based on company annual accident incidence rates collected in the BIS Contractor Survey adjusted for under reporting (see KPI Tutorial for details).

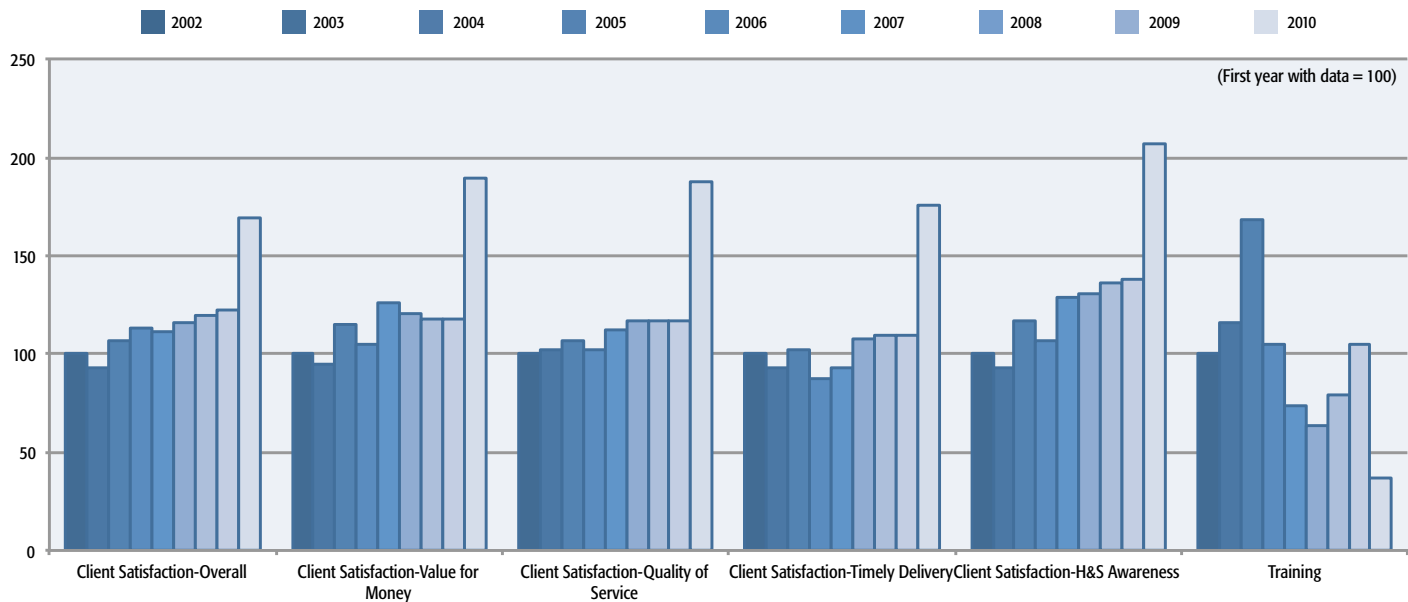
Economic KPIs - All Non-Housing Year-on-Year Comparisons (cont.)



Construction Consultant KPIs

Year-on-Year Comparisons

KPI	Measure	Performance									Trend	
		2002	2003	2004	2005	2006	2007	2008	2009	2010	Last Year	All Years
Client Satisfaction-Overall	% scoring 8/10 or better	45%	42%	48%	51%	50%	52%	54%	55%	76%	↑	↑
Client Satisfaction-Value for Money	% scoring 8/10 or better	39%	37%	45%	41%	49%	47%	46%	46%	74%	↑	↑
Client Satisfaction-Quality of Service	% scoring 8/10 or better	42%	43%	45%	43%	47%	49%	49%	49%	79%	↑	↑
Client Satisfaction-Timely Delivery	% scoring 8/10 or better	41%	38%	42%	36%	38%	44%	45%	45%	72%	↑	↑
Client Satisfaction-H&S Awareness	% scoring 8/10 or better	42%	39%	49%	45%	54%	55%	57%	58%	87%	↑	↑
Training	Median annual training days per FTE employee	1.9	2.2	3.2	2	1.4	1.2	1.5	2	0.7	↓	↓

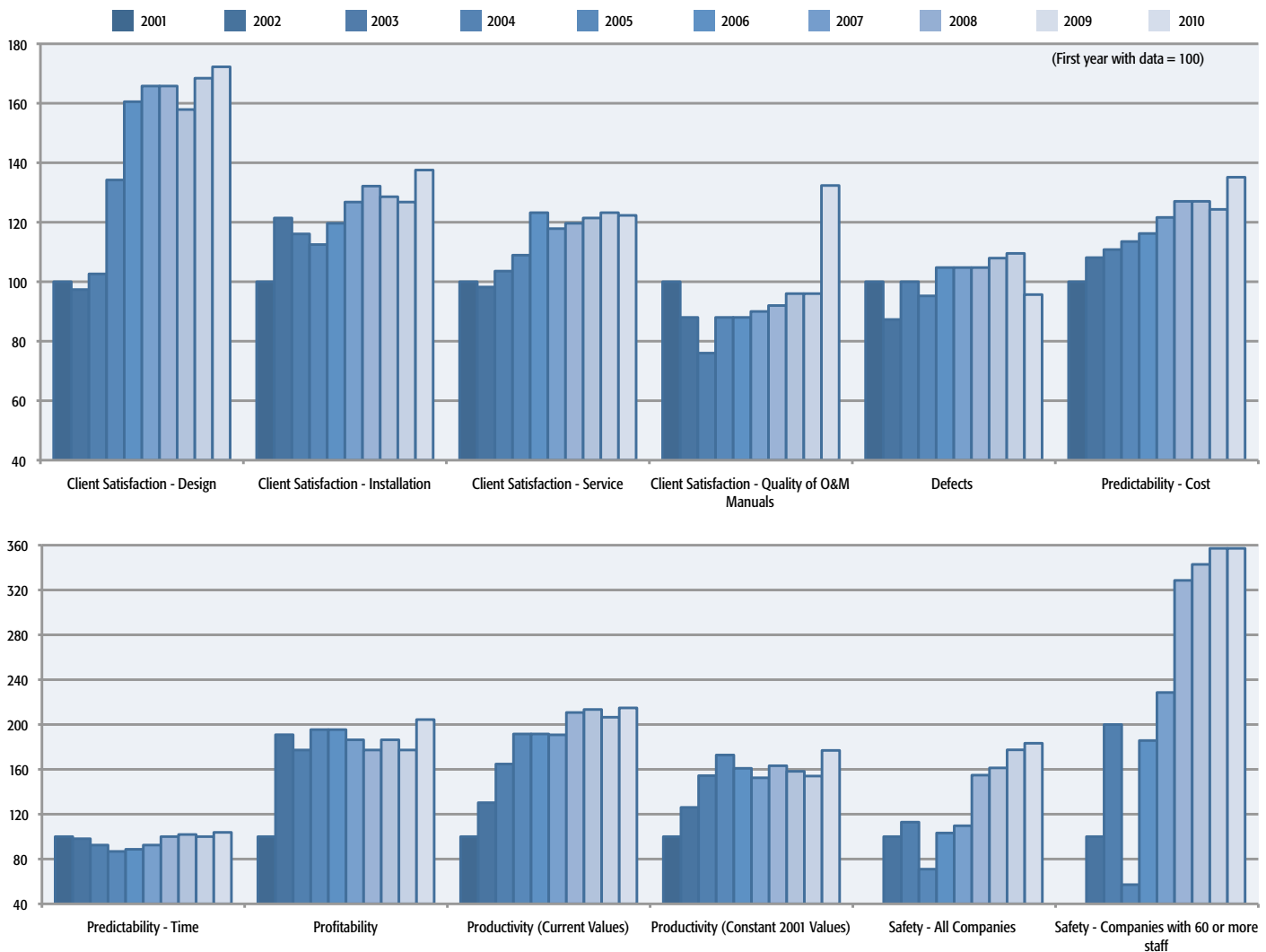


M&E Contractors KPIs

Year-on-Year Comparisons

KPI	Measure	Performance										Trend	
		2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Last Year	All Years
Client Satisfaction - Design	- % scoring 8/10 or better	38%	37%	39%	51%	61%	63%	63%	60%	64%	65%	↔	↑
Client Satisfaction - Installation	- % scoring 8/10 or better	56%	68%	65%	63%	67%	71%	74%	72%	71%	77%	↑	↑
Client Satisfaction - Service	- % scoring 8/10 or better	56%	55%	58%	61%	69%	66%	67%	68%	69%	68%	↔	↑
Client Satisfaction - Quality of O&M Manuals	- % scoring 8/10 or better	50%	44%	38%	44%	44%	45%	46%	48%	48%	66%	↑	↑
Defects	- % scoring 8/10 or better	63%	55%	63%	60%	66%	66%	66%	68%	69%	60%	↓	↓
Predictability - Cost	- % on cost or better	37%	40%	41%	42%	43%	45%	47%	47%	46%	50%	↑	↑
Predictability - Time	- % on time or better	53%	52%	49%	46%	47%	49%	53%	54%	53%	55%	↑	↔
Profitability	- Median % return on turnover	2.2%	4.2%	3.9%	4.3%	4.3%	4.1%	3.9%	4.1%	3.9%	4.5%	↑	↑
Productivity (Current Values)	- Median value added per M&E operative (£000)	26.1	34.0	43.0	50.0	50.0	49.8	55.0	55.7	53.9	56.1	↑	↑
Productivity (Constant 2001 Values)	- Median value added per M&E operative (£000)	26.1	32.9	40.3	45.1	42.0	39.8	42.6	41.3	40.2	46.2	↑	↑
Safety - M&E Contractors - All Companies¹	- % achieving zero accident incidence rate	-	31%	35%	22%	32%	34%	48%	50%	55%	57%	↑	↑
Safety - M&E Contractors - Companies with 60 or more staff¹	- % achieving zero accident incidence rate	-	7%	14%	4%	13%	16%	23%	24%	25%	25%	↔	↑

1. Based on company annual accident incidence rates collected in the BSRIA M&E Contractors Survey. From 2002 data has been adjusted for under reporting.



About Constructing Excellence

Constructing Excellence provides a range of services to help implement KPIs:

KPIzone and the KPI Engine

KPIzone and the KPI Engine are now integrated products providing companies within the construction sector the right product for their KPI reporting and benchmarking.

The KPI Engine offers a sophisticated method of monitoring and benchmarking company and project performance data. It contains a wide range of reporting options and the opportunity to customise a performance measurement system to enable data sharing with clients, supply chains and for monitoring framework agreements. Use of the KPI Engine provides tangible evidence that your company is at the forefront of project delivery and performance improvement.

KPIzone offers continual access to benchmark performance against over 580 KPIs. It also contains definitions, methods of measurement and calculations for any of the Constructing Excellence KPIs and SPIs. Results can be viewed online at any time. For more details on any of these please visit www.kpizone.com.

Website

An extensive database of best practice activities, information and resources is available on www.constructingexcellence.org.uk.

At Constructing Excellence we bring distinctive value to our customers' businesses through six core activities:

Action Research and Innovation:

- Members shape and take part in Constructing Excellence's research programme, from major action research projects to working groups and confidential learning clubs.
- Involvement in up to ten Task Groups on strategic issues for the sector

KPIs and Benchmarking:

Constructing Excellence has led the way in industry performance measurement, with diagnostic tools central to its activities.

Members receive:

- Complimentary KPIzone subscription

Guidance and Training:

Constructing Excellence is able to offer members consultancy tailored to their business requirements. This service includes free or discounted access to Constructing Excellence publications, and discounts on facilitation and mentoring services and conferences.

Networks:

Existing members see real benefits in these networks, meeting with other like minded individuals and companies, building relationships, sharing best practice and developing business contacts.

Demonstrations:

One of the key benefits of membership is being able to demonstrate participation to key stakeholders such as customers, employees, suppliers and investors. Constructing Excellence provides members:

- Opportunities to showcase projects
- Opportunities to share and learn from members' exemplars

Leadership and Influence:

Constructing Excellence works closely with government, strategic partners, firms and influences organisations to shape the future of the sector. Members have the chance to take an active role in influencing Government priorities and to have input into the formation of future policy at regular forums and conferences.

About Glenigan



Glenigan provides subscribers with the most up-to-date and detailed UK construction contract sales leads service and analysis as well as offering custom research and analysis to help firms evaluate specific market opportunities and inform strategic decisions.

- Glenigan provides subscribers with a constant supply of leads, helping firms to quickly find the right projects to target.
- Glenigan identifies the right contacts, providing the names, email addresses and phone numbers of decision makers.
- Glenigan has comprehensive construction market data, analysis, forecasts and league tables. Our custom research and analysis services is used by leading firms to provide insight into specific market opportunities and inform strategic decisions.



**www.glenigan.com
0870 443 5373**



CONSTRUCTING EXCELLENCE

in the built environment

Constructing Excellence • Warwick House • 25 Buckingham Palace Road • London • SW1W 0PP

Tel: 020 7592 1100

Fax: 020 7592 1101

E-mail: helpdesk@constructingexcellence.org.uk

Website: www.constructingexcellence.org.uk

In partnership with



Department for Business
Innovation & Skills