

Scorecard Perspective	Objective	Measure	Frequency	Q1	Q2	Q3	Comment
A. Customers & Stakeholders <i>"To achieve positive outcomes for consumers"</i>	A.1 To deliver the programmes set out in the Forward Work Programme	A.1.1 % of Forward Work Programme effectively on schedule	Quarterly	96%	96%	94%	<u>FWP Performance Breakdown:</u> On schedule 81.43% Completed 12.14% Behind schedule 6.43%
	A.2 To provide high quality customer service to support vulnerable people with complaints about energy and postal services, via the Extra Help Unit.	A.2.1 Total Extra Help Unit cases received (including complaints, enquiries and empowerments)	Quarterly	2,125	1,786	1,657	This is an interim measure while EHU metrics are refined. In Q4, this metric will be replaced with "% of Extra Help Unit customers that Consumer Focus was able to impact beneficially" as was agreed by Board.
		A.2.2 Total compensation received by consumers (based on all calls closed during the period)	Quarterly	£ 191,796	£ 212,605	£ 271,141	This is an interim measure while EHU metrics are refined. In Q4, this metric will be replaced with "% of Extra Help Unit customers satisfied or very satisfied with the quality of service received" as was agreed by Board.
		A.2.3 Average compensation received by consumer per closed complaint (excludes enquiry compensation)	Quarterly	£ 102	£ 141	£ 172	
	A.3 To be seen by stakeholders as being influential and to have an impact	A.3.1 Stakeholder influence rating (from reputation audit)	Annually				The stakeholder reputation audit is in development, led by the Principal Researcher. It is expected to be reported with the Q4 report.
		A.3.2 Stakeholder impact rating (from reputation audit)	Annually				
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B. Learning & Development <i>"To sustain our ability to change and improve"</i>	B.1 To ensure the continuous development of employee skills and expertise	B.1.1 % of staff who feel they are supported with the learning and development needed to do the job (from annual survey)	Annually				Consumer Focus's annual employee survey will run in March 2010 and will be reported with the Q4 report.
		B.1.2 % of positive training evaluations	Quarterly		80.18%	88.55%	
	B.2 To promote high staff performance by ensuring that staff feel valued and motivated	B.2.1 % of employees who are satisfied working for Consumer Focus (from annual survey)	Annually				Consumer Focus's annual employee survey will run in March 2010 and will be reported with the Q4 report.
		B.2.2 % permanent employee retention rate	Quarterly	98.0%	99.0%	96.0%	
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C. Process & Innovation <i>"To have efficient operations and internal processes"</i>	C.1 To deliver high priority and effective corporate services activities	C.1.1 % of employees that indicate they have the corporate services tools and support needed to do their job (or were neutral)	Quarterly	61.3%	68.1%		No additional pulse survey was undertaken since the last reporting period. Consumer Focus's annual employee survey will run in March 2010 and will be reported with the Q4 report.
		C.1.2 % of employees that indicate confidence in the support provided by corporate services (or were neutral)	Quarterly	76.6%	84.1%		No additional pulse survey was undertaken since the last reporting period. Consumer Focus's annual employee survey will run in March 2010 and will be reported with the Q4 report.
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D. Financial Management <i>"To achieve results in an efficient manner that minimizes costs"</i>	D.1 To provide realistic financial forecasts and monitor expenditure against budget, using property efficiently and effectively	D.1.1 Net Surplus	Quarterly	£ 460,000	£ 827,000	£ 854,000	This metric balances both income generated and expenditures and refers to the net underspend for the reporting period. The current surplus has been discussed at the Board meetings and is being addressed as agreed.
	D.2 To ensure value for money and promote cost savings	D.2.1 Full year effect of annual efficiency savings identified	Quarterly	£ 53,000	No Change	£ 83,000	These are from procurement efficiencies and change in approach to delivery of some aspects of corporate services. The figure is a full year effect deliverable next year (it isn't savings achieved this year).