

## Consumer Focus Board

Paper 6.1

**Title:** Balanced Scorecard  
**Purpose:** For information  
**Date of meeting:** 24 February 2010  
**Responsible officer:** Christopher Rawlins  
**Prepared by:** Mark Steinmeyer  
**Attachments:** Annex A: 2009-2010 Balance Scorecard

---

### 1 Overview

- 1.1 The end of December marked the completion of Consumer Focus's third quarter and provides the Board the opportunity to take stock of our work and review progress as we move towards the end of the 2009-10 fiscal year. The Balanced Scorecard is attached, and we set out a brief commentary below.
- 1.2 We aim to improve the Balanced Scorecard for 2010-11, so that it more meaningfully reflects the breadth and depth of the organisation's impact and the capabilities which underpin this. We will produce data for Q4 using the existing approach, but in parallel will be working to develop improved quarterly Balanced Scorecard reports to the Board for 2010-11. An outline timetable for this work is set out in section 5 below.

### 2 Action for the Board

- 2.1 The Board is asked to **NOTE** the contents of this report.

### 3 Q3 Performance

- 3.1 The Key Performance Indicators for the Consumer Focus Balanced Scorecard for the third quarter, October – December 2009 (Annex A) demonstrate that:
  - **94 per cent** of the Forward Work Programme is on track or now completed. This figure relates to delivery against the three phases identified in the original 18-month forward work programme agreed by the Board; we plan to develop more precise and meaningful data for the future as part of our review of the Balanced Scorecard and related management information.
  - A consistent service is being provided to energy and postal service consumers who need extra help. In Q3, **1,657 cases** were received by the Extra Help Unit with **£172** average compensation received per case.

- A variety of internal staff development and training opportunities were provided in Q3 – including focused management training. **88.55%** of staff who took part in training expressed positive feedback. Q4 will see additional opportunities offered – including recruitment and selection, appraisal, and diversity training - and will correspond with the timing of the Annual Staff Survey, which will provide a more significant metric in this area.
- On the efficient use of resources, the KPIs point to a **£854,000 net surplus**. The projected under-spend has already been signalled to the Board and an agreement was reached on additional spending to take place in Q4. More information on the financial position of the organisation is provided for the Board in a separate paper prepared by the Finance and Operations Director.

#### 4 Proposal

- 4.1 The Q4 Balanced Scorecard will be reported to the Board at its meeting on 12 May.
- 4.2 The Strategy Team – reporting to SMT – will complete a review of the organisational objectives which are reflected in the Balanced Scorecard. The Board will be asked to discuss any proposed refinements at the 24 March Board meeting. Amendments to KPIs will occur early in the new fiscal year and will be subject to Board consideration at the 12 May Board meeting.

#### 5 Next steps

Action	Responsibility	Date
Consultation with senior managers on organisational objectives	Strategy Team	February
SMT approval of a proposed set of revised organisational objectives	SMT	4 March
Board approval of a revised set of organisational objectives, recommended by SMT	CEO/Strategy Team	24 March
Staff engagement to raise awareness of organisational objectives for 2010-11	Strategy Team	April
Consultation with senior managers on KPIs that effectively measure the approved objectives	Strategy Team	March
SMT approval of a proposed set of KPIs	SMT	22 April
Board approval of a revised set KPIs, recommended by SMT	Board	12 May
Q1 Balanced Scorecard and performance report presented to Board	CEO/Strategy Team	12 September