

3 YEAR STRATEGIC AIMS

Value	Service	Access	Sustainability
Help people get better value by raising the influence they have over the goods and services they receive	Improve customer service and remove unnecessary problems that generate complaints from consumers	Create an economy in which everyone can access the essential services they need and where the poor no longer pay more or get less for their money	Harness the appetite of consumers to adopt more sustainable lifestyles

2010-11 OBJECTIVES AND MEASURES

Perspective	Objectives	KPI
IMPACT	A.1 To help consumers get better value from goods and services	A.1.1 No. of major policy or practice changes achieved, or detrimental change avoided, that were influenced by Consumer Focus
		A.1.2 Total estimated value of consumer benefit gained (or not lost)
		A.1.3 # of specified online tool build projects undertaken by CF Labs (target = 3 per year)
	A.2 To identify and close the gap between disadvantaged/vulnerable and the average consumer, reducing the detriment they suffer	A.2.1 No. of major policy or practice changes achieved, or detrimental change avoided, particular to disadvantaged/vulnerable consumers, that were influenced by Consumer Focus
		A.2.2 Total estimated value of consumer benefit gained (or not lost) for vulnerable/disadvantaged consumers
	A.3 To promote an environment in which consumers take action for themselves	A.3.1 # of empowerment initiatives delivered
		A.3.2 # of consumers benefiting from our empowerment initiatives (estimated scale of reach)
		A.3.3 % increase in establishments in Scotland accredited by the Healthy Living Award (target = 20% increase)
	A.4 To improve the mechanisms that help consumers access redress when something goes wrong	A.4.1 % reduction in energy and postal complaints received at 8 weeks (not deadlocked) by the ombudsman, as a result of lack of resolution
		A.4.2 # of consumers impacted by the investigations undertaken by Consumer Focus Investigations
	A.5 To ensure that the interests of current and future consumers are at the core of consumer policy development by government and regulators	A.5.1 Consumer Focus self assessment (out of 50) of the extent to which the interests of consumers are reflected in policy development by government and regulators – across energy, post, financial services, public services, and rights and regulation (each rated out of 10).
	A.6 To deliver results, through assistance by the Extra Help Unit, that help vulnerable people resolve complaints about energy and postal services	A.6.1 % of Extra Help Unit customers that Consumer Focus was able to impact beneficially
		A.6.2 % of Extra Help Unit customers satisfied or very satisfied with the quality of service received.

PARTNERSHIPS	B.1	To maintain a strong external profile in which stakeholders understand our role and see us as credible and influential	B.1.1	Stakeholder influence rating (from reputation audit)
			B.1.2	Stakeholder impact rating (from reputation audit)
			B.1.3	# of external referrals received by Consumer Focus Investigations
	B.2	To work closely with stakeholders across sectors and build productive partnerships that deliver more for consumers	B.1.2	% of projects which identify an external partnership arrangement in the delivery of the work
			B.3.1	% of employees who know where to find and how to access information, across nations, critical to their jobs
	B.3	To maximise the benefits of being a cross-nation organisation through effective communication and identifying opportunities for collaboration	B.3.2	# of internal requests and referrals made to Consumer Focus Investigations
			B.3.3	# of GB research boosted or used by Scotland and Wales
			B.3.4	# of projects that include individuals from more than one nation in the project team

LEARNING	C.1	To bring together cross sector information to identify and address current and emerging issues	C.1.1	# of cross-sector and comparative research that we undertook, or where we applied research insight from one sector to another
			C.1.2	# of cross-sector roundtable events, or similar, initiated by Consumer Focus
	C.2	To ensure that staff have the mix of knowledge and skills needed to succeed	C.2.1	% of staff who feel they are supported with the learning and development needed to do the job
			C.2.2	Average spend on training per employee

VALUE	D.1	To deliver our work on time, on budget and to a high quality standard	D.1.1	% of Annual Plan effectively on schedule, within the project management framework
			D.1.2	Net Surplus or deficit
			D.1.3	% projects within 5% of budget
	D.2	To provide effective and efficient corporate services	D.2.1	% of employees who feel that they receive acceptable corporate support services
	D.3	To demonstrate value for money by promoting efficiency savings and reducing corporate overhead	D.3.1	Annualised efficiency savings identified
	D.4	To ensure that Consumer Focus operates in a sustainable way	D.4.1	Total CO2 saved through recycling (paper, plastic, cans, and toner)