

CONSUMER FOCUS BOARD

Paper 8.1

Title: Balanced Scorecard Objectives 2010-11

Purpose: For Comment

Date of meeting: 03/24/2010

Responsible officer: Christopher Rawlins

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Attachments: Annex 1: Draft 2010-11 Balanced Scorecard with Revised Objectives

1 Purpose

- 1.1 In preparation for 2010-11, a review of Consumer Focus's balanced scorecard has been initiated with the aim of developing a tool that more meaningfully reflects the critical success factors that underpin our performance.
- 1.2 This paper sets out a proposed set of **draft balanced scorecard objectives** for 2010-11. The changes reflect enhancements to the 2009-10 objectives previously agreed by the Board, rather than an entirely new set. Particular effort was made in making the objectives more externally focused to facilitate the development of outcome-based measures/KPIs.
- 1.3 Amendments to measures/KPIs are currently underway and will be subject to Board consideration the 12 May Board meeting, at which time the Board will also be asked to approve both the objectives and measures/KPIs as a complete package.
- 1.4 The development of measures/KPIs, for each objective, will provide a valuable sense check to the articulation of the objectives themselves. Accordingly, slight modifications may occur throughout the refinement process.
- 1.5 These corporate level objectives, once agreed, will be used as the basis for objective setting throughout the organisation and will be reviewed on a quarterly basis by SMT and the Board.

2 Action for the Board

- 2.1 The Board is asked to **COMMENT** on the 2010-11 draft objectives set out in Annex 1.

3 Proposal

- 3.1 The corporate objectives for 2010/11 will continue to be framed against the 4 strategic aims of **value, service, access** and **sustainability**; as defined in our Corporate Plan. In this way, the objectives will reflect the key elements necessary in achieving these long-term aims.

- 3.2 The scorecard perspectives of ‘internal processes’ and ‘financial management’ will be combined into a single category, while an additional ‘stakeholders’ perspective will be added. This will reflect the importance of stakeholder relationships in our ability to deliver positive outcomes for consumers and help better focus our efforts in this key area.
- 3.3 The SMT have supported an approach whereby only the key performance drivers are incorporated, while many other day-to-day management requirements will be picked up in the team and personal objectives that follow.

4 2010-11 Objectives

- 4.1 The draft 2010-11 balanced scorecard objectives are set out in Annex 1.

5 Next steps

Action	Responsibility	Date
Consultation with senior managers on KPIs that effectively measure each objectives	Strategy Team	March/April
SMT approval of a proposed set of KPIs	SMT	22 April
Board approval of objectives and revised set of KPIs, recommended by SMT	Board	12 May
Q1 Balanced Scorecard and performance report presented to Board	CEO/Strategy Team	12 September