

Consumer Focus Board

Paper 8.1

Title: Balanced Scorecard 2010-11

Purpose: For Approval

Date of meeting: 6 July 2010

Responsible officer: Philip Cullum

Prepared by: Mark Steinmeyer

Attachments: Annex A: Final 2010-11 Balanced Scorecard

1 Overview

- 1.1 A review of Consumer Focus's Balanced Scorecard was initiated with the aim of making the performance monitoring tool a more meaningful reflection of the real drivers that underpin our performance.
- 1.2 New objectives were defined, building on those previous agreed by the Board, to better focus our work and drive the organisation towards achieving results.
- 1.3 KPIs were developed for each of the revised objectives in a manner that directly linked the measures to the work in the Annual Plan.
- 1.4 The Board provided feedback on the proposed scorecard at the 8 June 2010 meeting, generally approving the direction of travel, subject to some minor revisions.

2 Action for the Board

- 2.1 To agree the 2010-11 Balanced Scorecard objectives and measures
- 2.2 To note that the revised objectives will form the basis for individual and team goal setting, unifying the organisation towards achieving similar results. The objectives therefor must be adopted fully throughout Consumer.

3 The key issues

- 3.1 The Board raised concern in framing the 2010-11 objectives against the previously agreed four strategic aims of **value**, **service**, **access** and **sustainability**, as defined in our Corporate Plan.
- 3.2 The Board expressed a preference to be more impact or outcome focused and suggested external review as an alternative to some subjective measures.
- 3.3 The Board suggested that in some circumstances the fit between objective and measure was not quite right and that further consideration should be given by SMT.

4 Proposal

- 4.1 The strategic aims of value, service, access and sustainability have been removed from reference to the scorecard to avoid unnecessary layers, which could cause confusion. The newly defined objectives provide a more complete expression of what we are trying to achieve and therefore should stand alone. The Board will be asked to consider the merits of phasing out the strategic aims from our corporate literature in the next re-write.
- 4.2 The task of defining meaningful outcomes is challenging and often unrealistic within a 1-year timeframe, as most of the impact from our work will occur beyond the current fiscal year. The SMT will investigate the potential of moving to a 3-year work planning model for advocacy and policy work – an approach already endorsed by the Consumer Focus Scotland Board – and bring forward any recommendations.
- 4.3 The annual reputation audit is the main source for external assessment and is reflected in the scorecard. Additional external assessments will be considered on a case by case basis.
- 4.4 The scorecard has been adjusted slightly to be more outcome focused. An estimation of the number of consumers benefiting from our work will be monitored and reported on a quarterly basis, with an indication of the number of disadvantaged or vulnerable consumers within this total. This is an imperfect measure, but it will be a starting point and help focus the organisation on reach reach and impact.
- 4.5 Scorecards will always attract criticism of the fit between objectives and KPIs as they are dependent on the ability to collect information. The SMT believe that the updated scorecard provides the most reasonable proxies available from what the organisation is currently capable of measuring. The SMT will seek to improve these measures, where and when better metrics become available.

5 Next steps

- 5.1 The new objectives should be rolled-out to staff, as part of a general message on organisational direction
- 5.2 The Q1 Balanced Scorecard and performance report will be presented to Board in September