



Strategy, People, Performance, ⇒ Results

Measuring and managing Environmental issues using Balanced Scorecard Best Practice

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Want you might learn

- Satisfy your need for measures
- How to think about environmental measurement & management
- Applying good balanced scorecard principles
- Different ways of using environmental issues
 - Explore some examples

Environmental legislation & suggested measures



DEFRA 22 Key Performance Indicators considered to be significant to UK businesses.

Emissions to air

1. Greenhouse Gases
2. Acid Rain, Eutrophication and Smog Precursors
3. Dust and Particles
4. Ozone Depleting Substances
5. Volatile Organic Compounds
6. Metal emissions to air

Emissions to water

7. Nutrients and Organic Pollutants
8. Metal emissions to water
- 19 Emissions to land
9. Pesticides and Fertilisers
10. Metal emissions to land
11. Acids and Organic Pollutants
12. Waste (Landfill, Incinerated and Recycled)
13. Radioactive Waste

Resource use

14. Water Use and Abstraction
15. Natural Gas
16. Oil
17. Metals
18. Coal
19. Minerals
20. Aggregates
21. Forestry
22. Agriculture

Other standards

- Kyoto
- Legislative pressures
- EU Directives
- ISO 14001
- Taxes on disposal of waste & landfill
- WEEE recycling
- Carbon trading
- Reporting standards for specific industries

The whole supply chain

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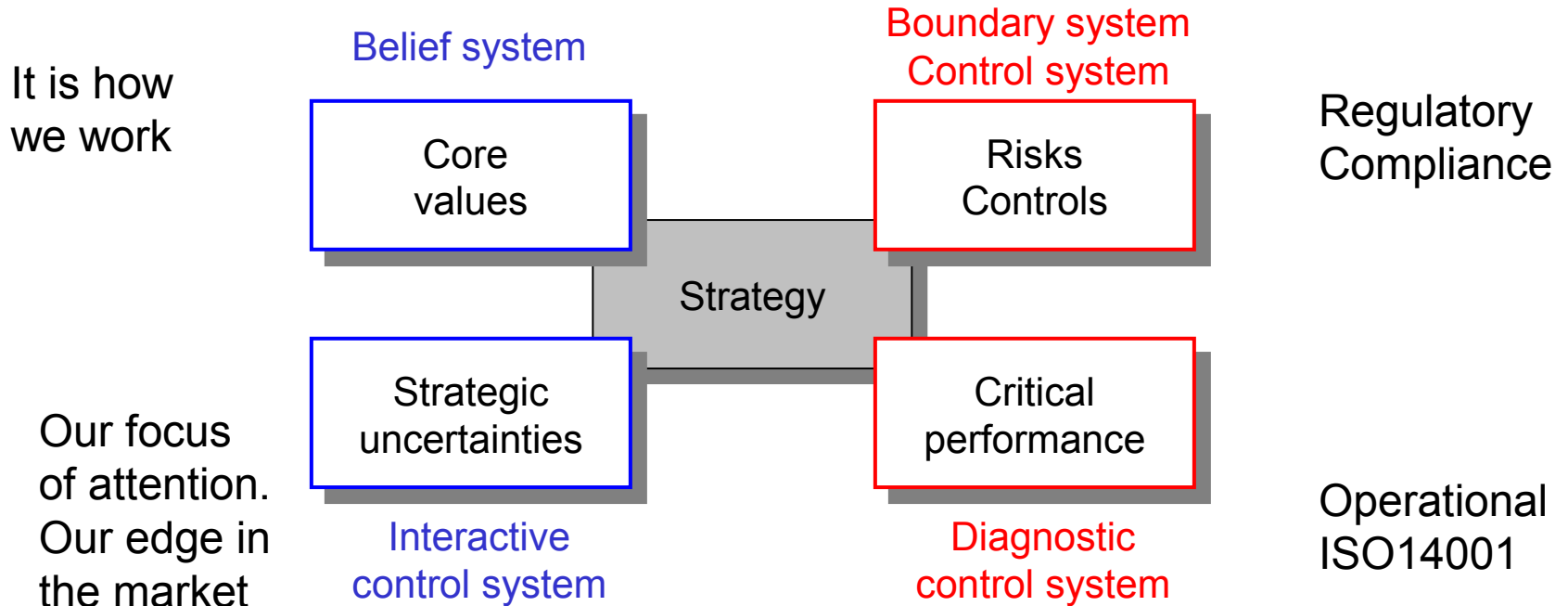
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- Whole system
- Whole life cycle
- Along and back
- Evidence & Traceability
- Demonstrate reputation
- Linked strategy and performance

Source: DEFRA

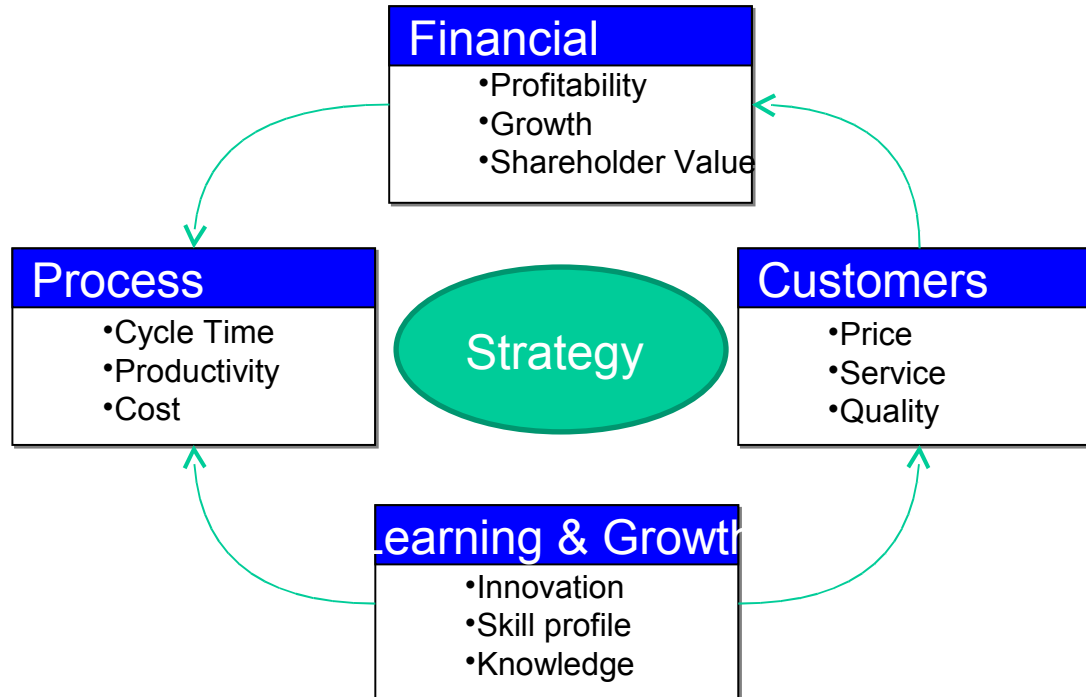
Levers of control: Ways of tackling the environmental issues



Where is the focus of your organisation?

Early Balanced scorecards: Measures in perspectives

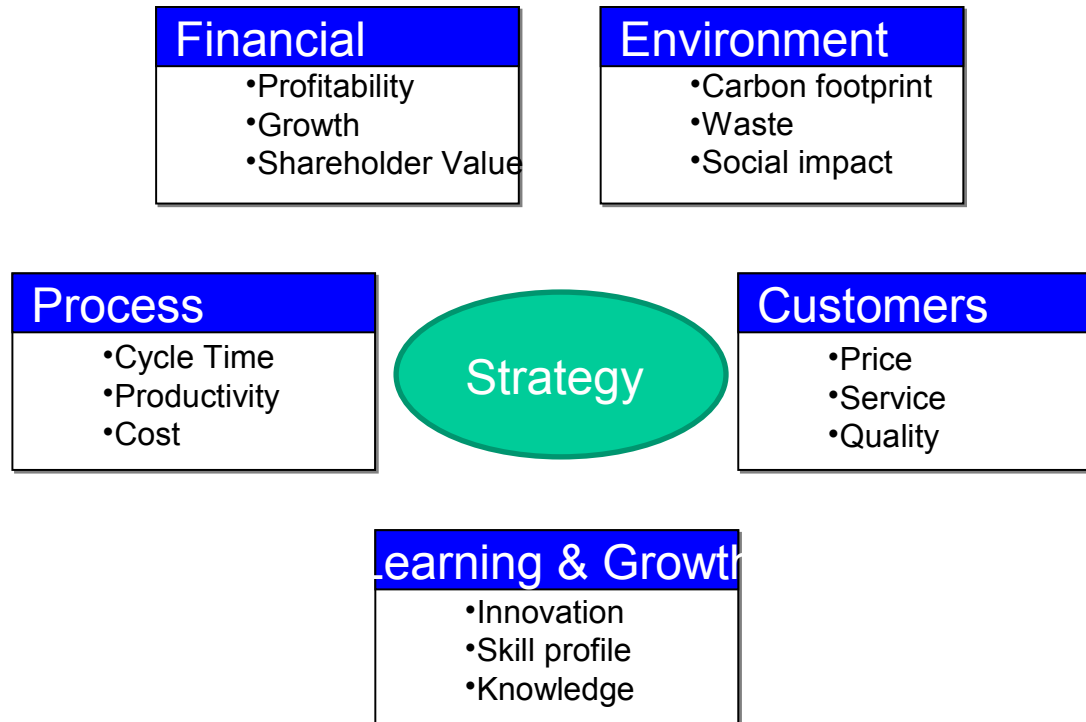
1992



Please don't just add another perspective



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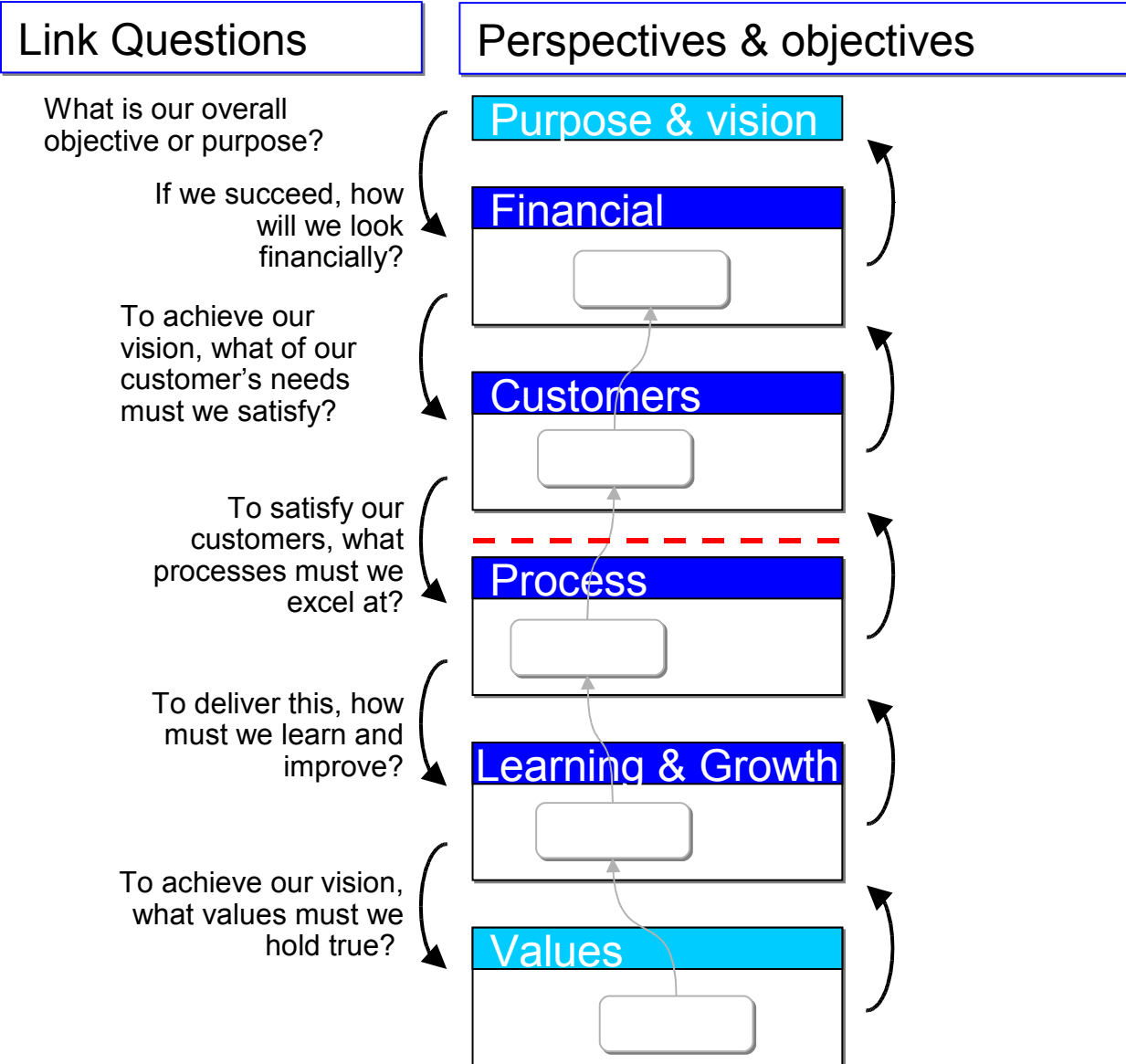
It does not work...

It is about Cause and Effect



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1994



Objectives before measures



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- Easier to communicate
- More meaningful
- It works even if the measure is wrong
- It is what people use
- It is what you manage
- It avoids meaningless abstraction

The Balanced Scorecard sits behind the strategy map

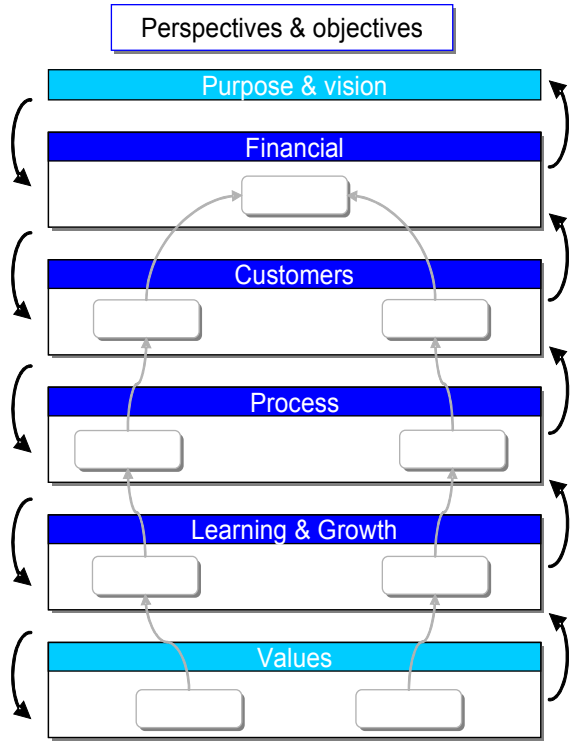


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Strategy map

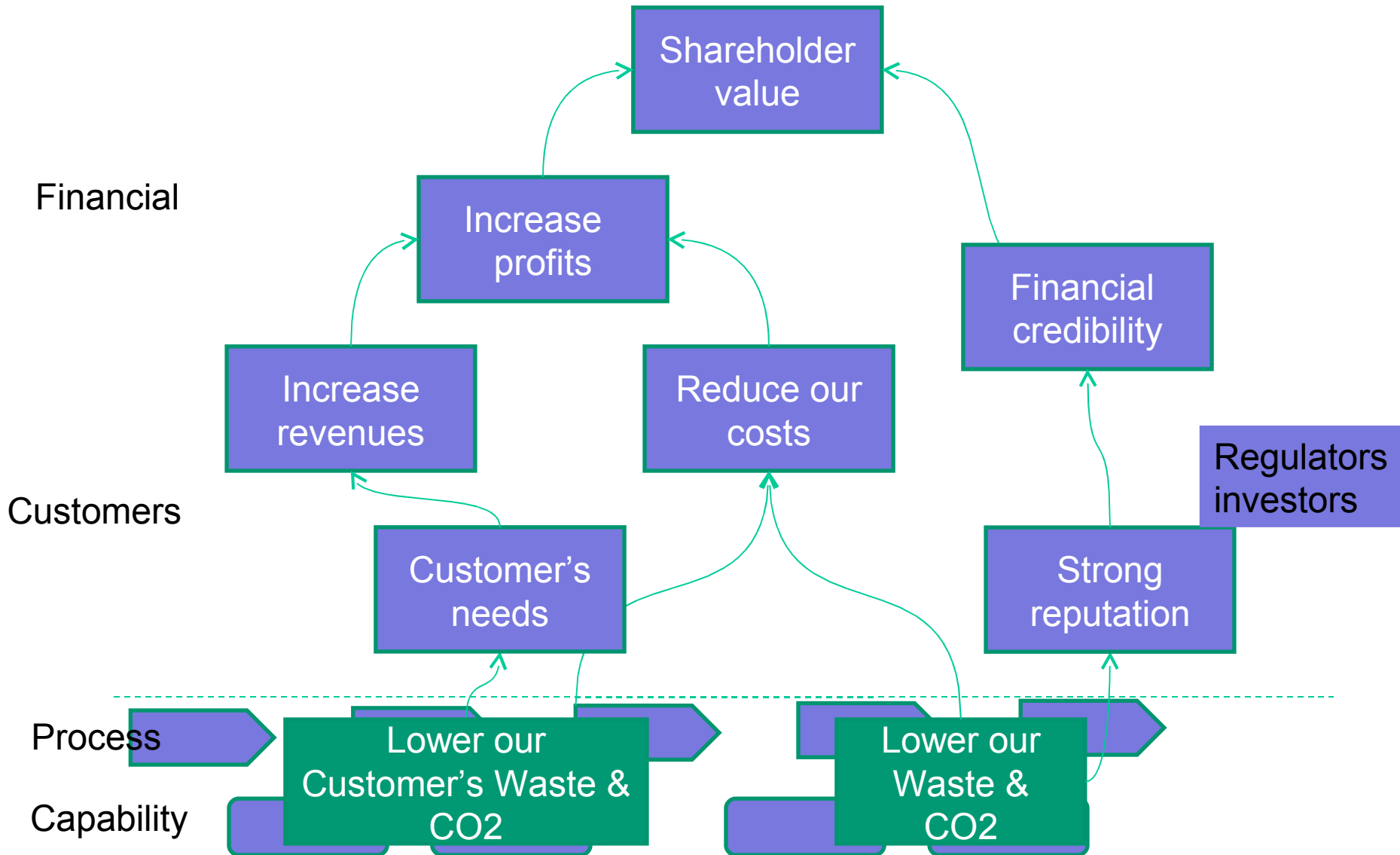
Balanced Scorecard

What the strategy must achieve How will success be measured The level of performance required Key investments programmes Responsibilities

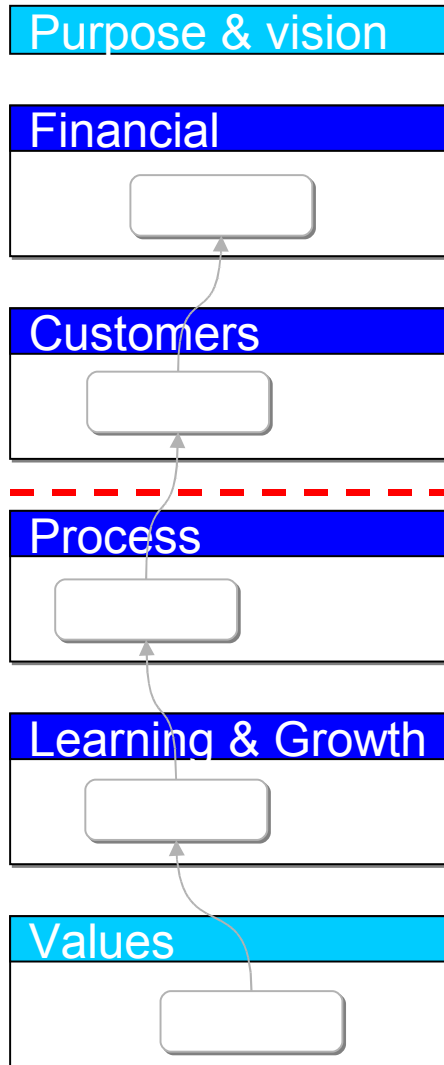


	Objective	Measure	Target	Initiative	Who
Financial	Example: <input type="checkbox"/> Optimise planning costs	Example: Planning cost per Head of population	Example: <input type="checkbox"/> 2007 8.9 <input type="checkbox"/> 2008 7.0	Example: <input type="checkbox"/> Improved financial controls	CFO
Customer	Example: <input type="checkbox"/> Perception of Planning fairness	Example: Planning survey	Example: Perception of planning <input type="checkbox"/> Dec 2007 30% good <input type="checkbox"/> Jun 2008 80% good	Example: <input type="checkbox"/> Introduce survey of opinions	CEO
Internal	Example: <input type="checkbox"/> Improved planning process	Example: % planning applications determined in 8 weeks	Example: <input type="checkbox"/> 2007 65% <input type="checkbox"/> 2008 70%	Example: <input type="checkbox"/> Train staff on new procedures	Planning
Learning & Growth	Example: <input type="checkbox"/> Build planning skills	Example: Skills matrix	Example: Staff with new skills <input type="checkbox"/> Dec 2007 50% <input type="checkbox"/> Feb 2008 80%	Example: <input type="checkbox"/> Build new service skills	Planning
Values	Example: <input type="checkbox"/> Innovation	Example: Culture survey	Example: <input type="checkbox"/> Feb 2008 80%	Example: Introduce 360 appraisal	All

Incorporating environmental factors



Different ways of thinking environmental reporting



Satisfy Statutory Regulations



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Purpose & vision

Financial

Customers

Process

Learning & Growth

Values

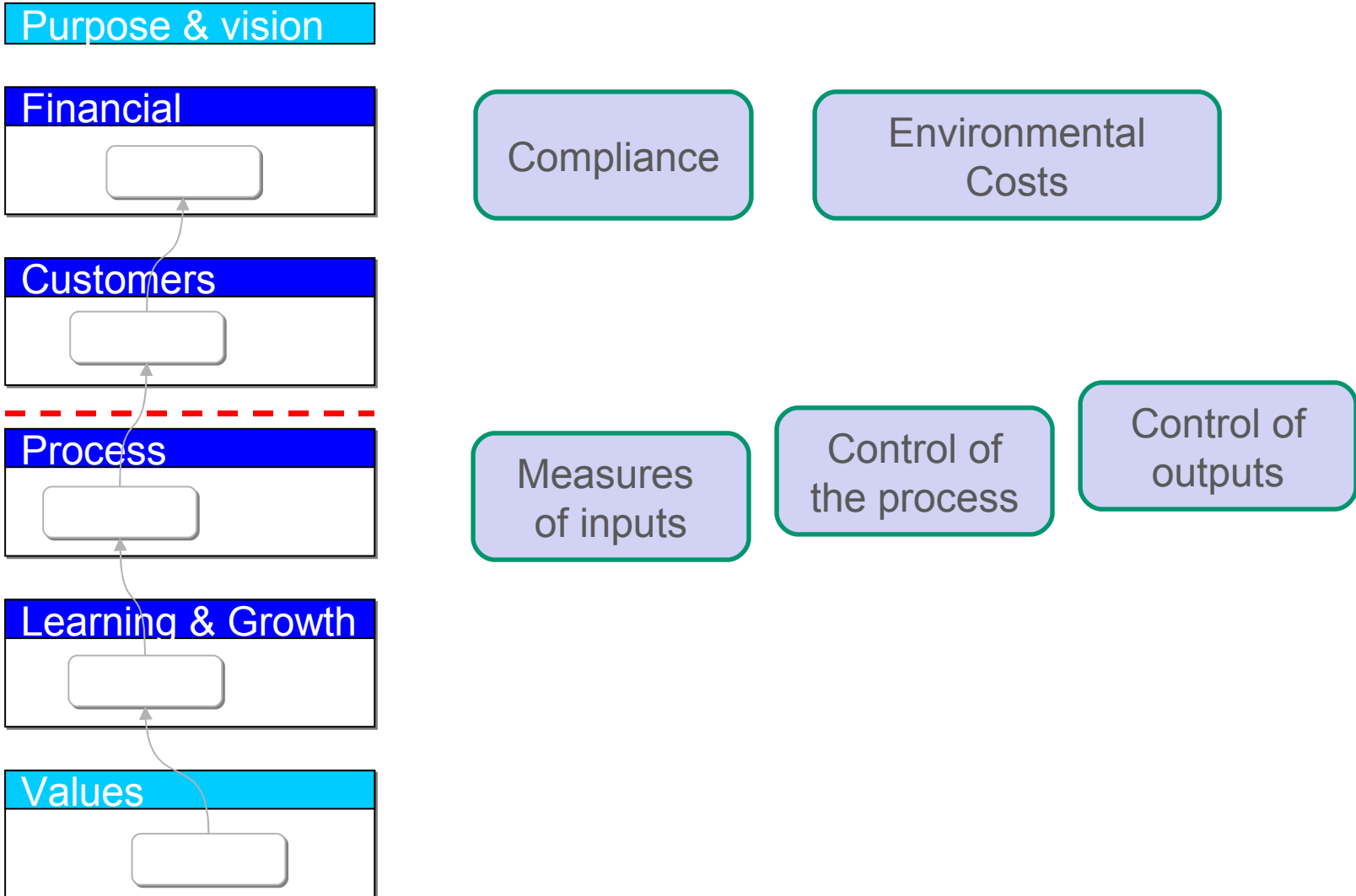
Compliance

Environmental Costs

Measures of inputs

Control of the process

Control of outputs



ISO14001 approach



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Purpose & vision

Financial

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Process

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Compliance

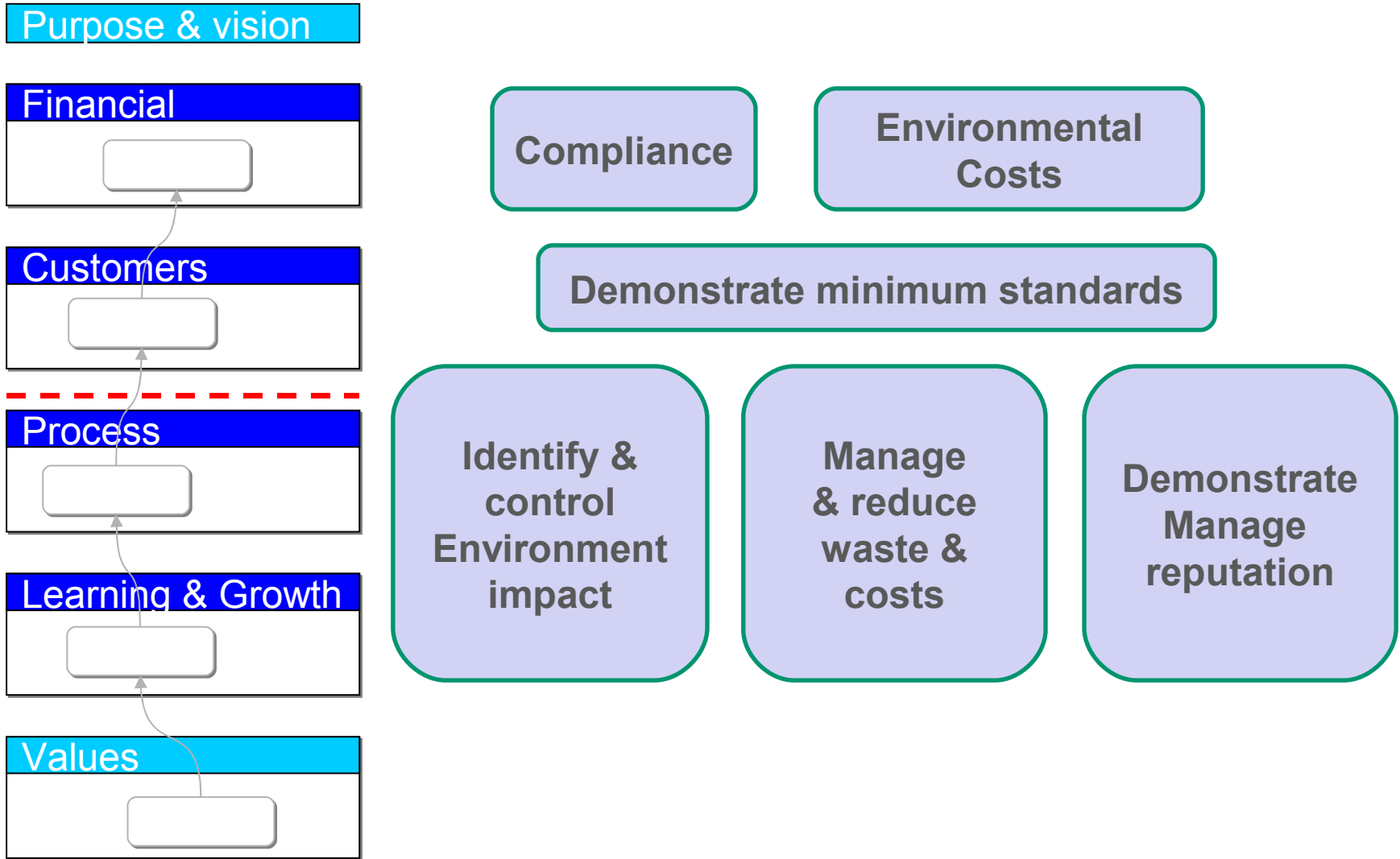
Environmental Costs

Demonstrate minimum standards

Identify & control Environment impact

Manage & reduce waste & costs

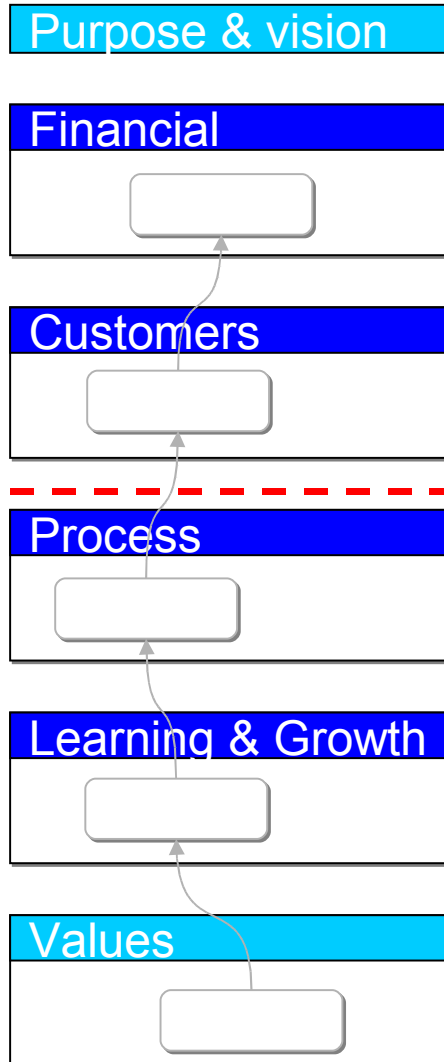
Demonstrate Manage reputation



Tackle the Organisation's Beliefs & Values

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It is what we are about

As a result, we make more money

Our customers come to us because of it

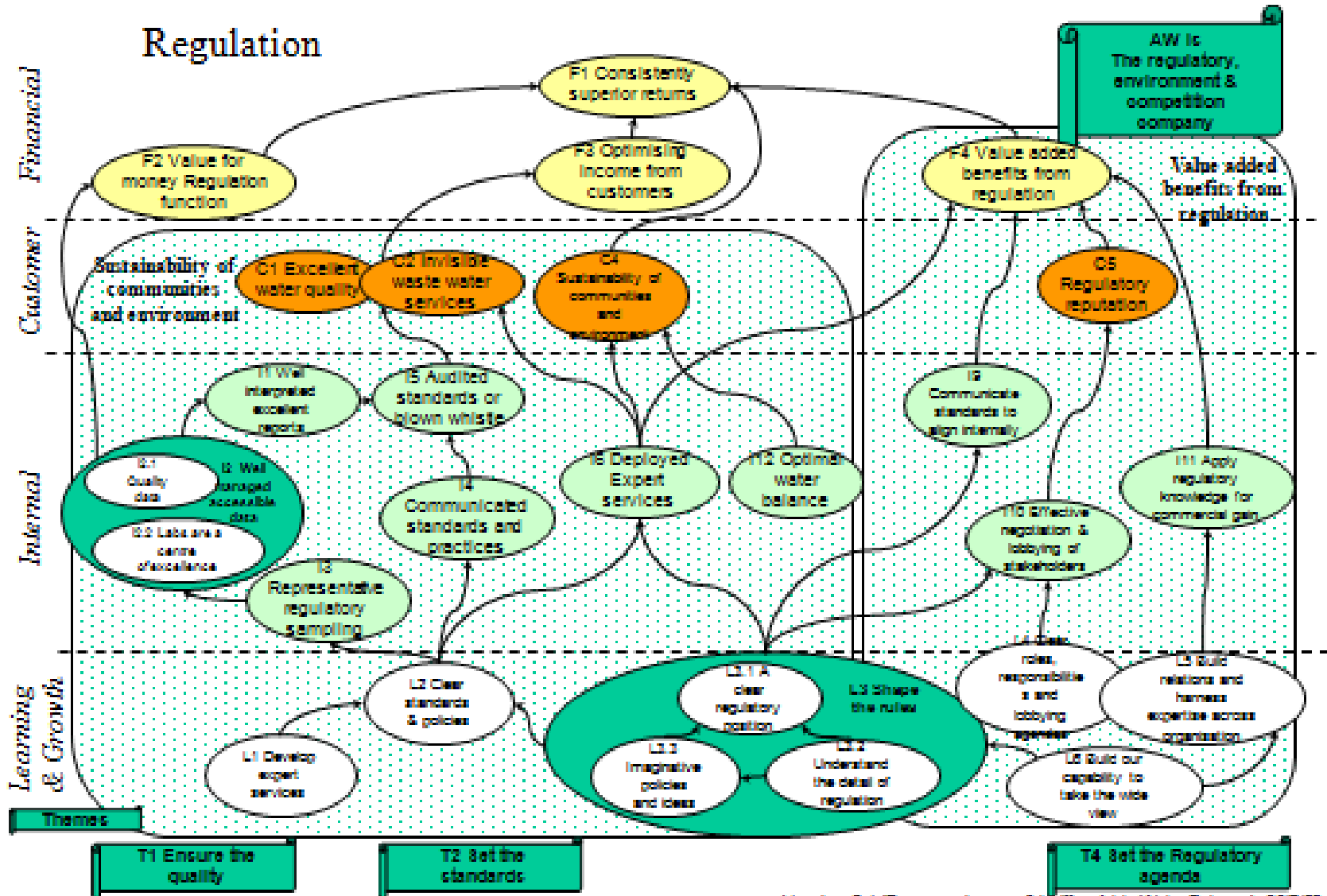
It transcends *everything* we do.
It is in *everything* we do.

It is how we work

Complying and Exploiting Regulation



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Planning for an Environmental City



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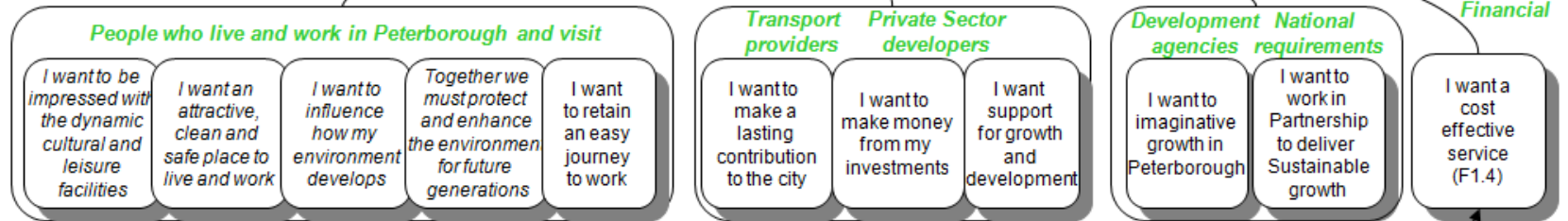
C2: I want an attractive and environmentally friendly city

Draft 0.3
For discussion

Overall Aim

To make Peterborough the place to be in the East of England with economic opportunities and a quality of life which will aim to match those available anywhere else in the country

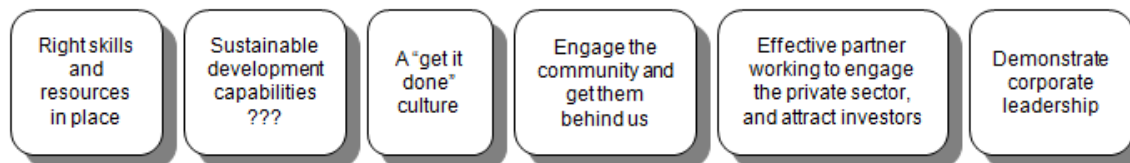
Community



Critical Processes



Learning & growth

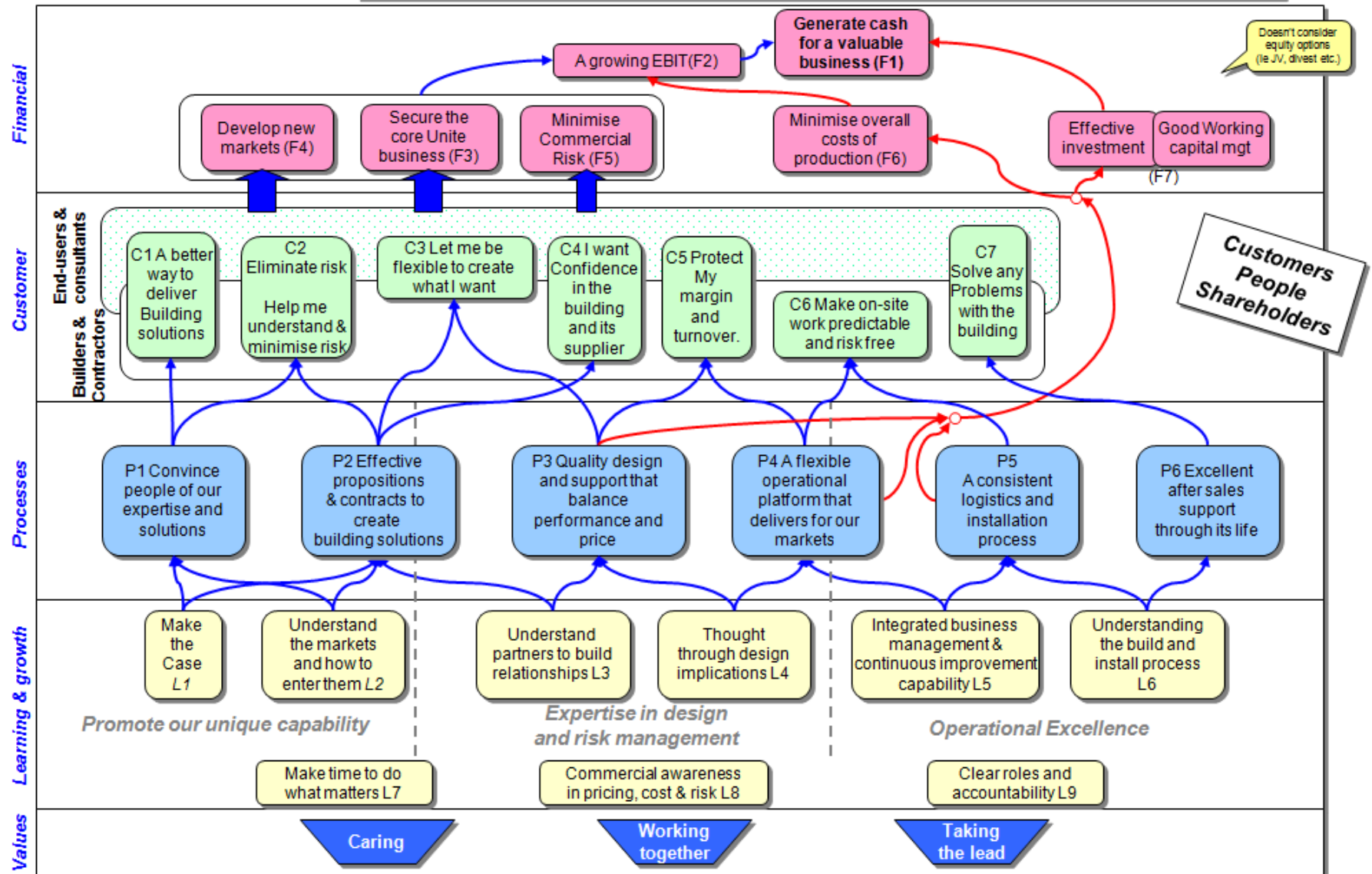


Sustainable design & build



Expert design and delivery of Modular building solutions

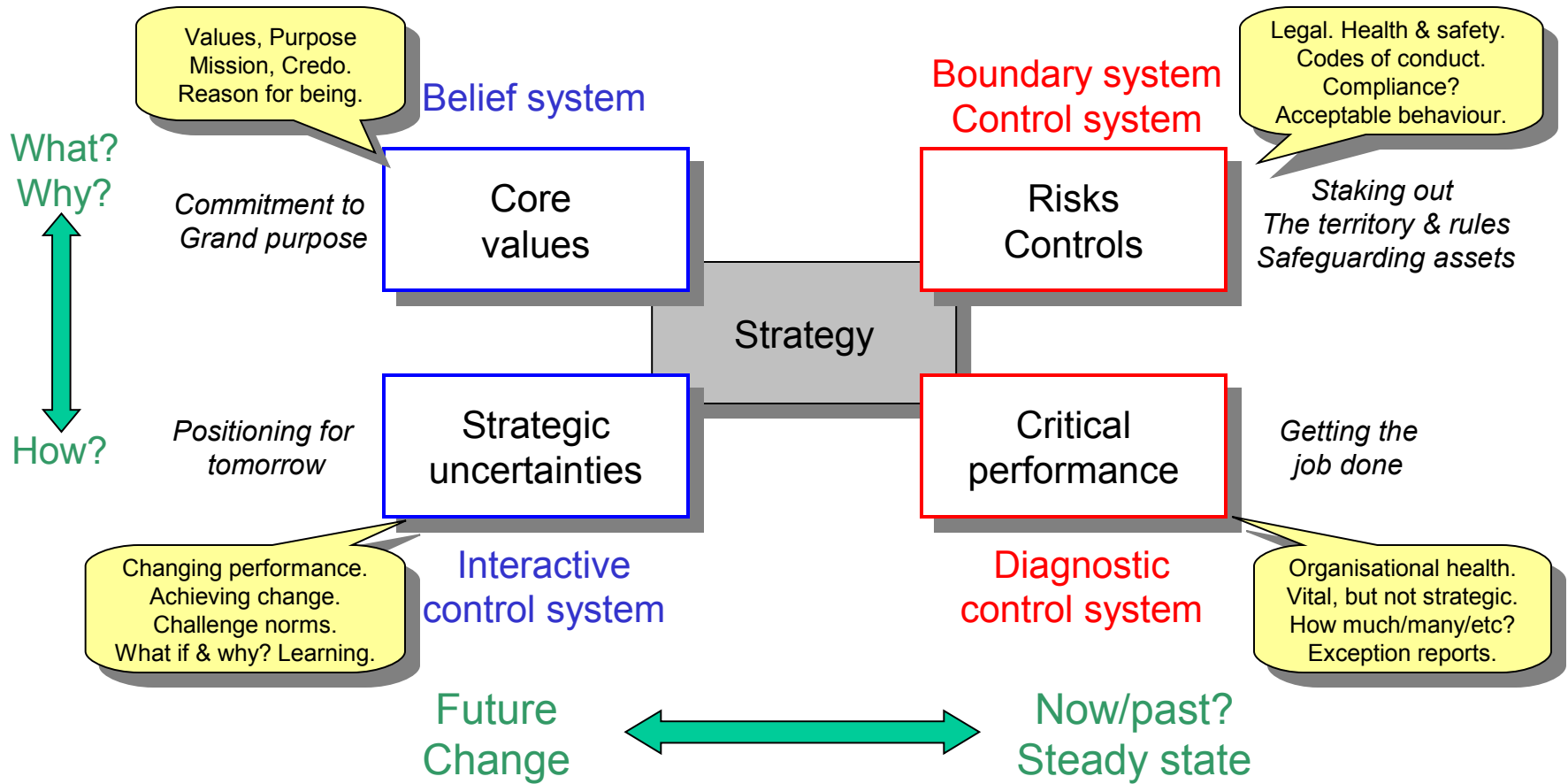
V2



Levers of control



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Where is the focus of your organisation?

From the outside

- It is coming, whether you like it or not
- You can measure outputs, inputs and convert both to carbon equivalents or money.
- “Greenwash” will no longer wash
- The “standards” are still being “negotiated”.
- Good quality open reporting helps your credibility.

From the inside

- Procedures and practices: Attitudes & culture
- Many organisations already are “Environmental”
- Deepest is Value and purpose
- With clear objectives, progress and outcomes are measurable
- That is about cause and effect....

You might want more..

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- Newsletter, Blog and this presentation on
 - www.excitant.co.uk
- First Book published
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