



INVESTING FOR GOOD
DICTIONARY OF INDICATORS

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Introduction: Dictionary of Indicators

This **Dictionary of Indicators** is aimed at social-purpose organisations looking to develop their own impact measurement systems, and accompanies the **Guidelines for How to Measure and Report Social Impact** (set out in Part III of *The Good Analyst*¹). While the Guidelines provide a framework for building an impact measurement system, the Dictionary is a supporting reference tool for the distinct task of choosing indicators.

Indicators are the specific points relating to an organisation's work which are used to track positive social or environmental impact. Impact is rarely accounted for by a single indicator, but can be broken down into constituent aspects of impact, to which indicators can be assigned. Information from these indicators is then used to build a tangible, meaningful, and evidenced picture of the benefits achieved.

The most obvious indicators are ones that address an organisation's output volumes — for example, the number of beneficiaries using a particular service, or the number of products distributed. But indicators are also used to track outcomes — the positive changes experienced by beneficiaries themselves, and by the public and environment at large.²

To measure impact effectively, organisations will want to use a number of indicators, or an “indicator set”, which taken as a whole tracks information about both outputs and outcomes. The precise indicator set any organisation uses will depend upon the particular focus of their mission, as well as their scale and resourcing capacity. **We strongly believe that organisations themselves, with their unique knowledge of their own activities and beneficiaries, are best positioned to select the most appropriate indicators for measuring their own impact.**

The key quality for an indicator set is that it addresses the things that are most important to your organisation and your beneficiaries. Your indicator set

¹ See <http://www.investingforgood.co.uk/thegoodanalyst>

² For example, for an organisation providing beneficiaries with employment training, a typical output indicator would follow the number of beneficiaries completing the training programme. Outcome indicators would then look to how the training has changed beneficiaries' lives, and so potentially address whether or not the training has led to a job, if beneficiaries as a result are more financially stable, if beneficiaries enjoy improved confidence and self-esteem, and so on.

should be used to demonstrate the impacts you've achieved that really matter. Indicator sets are generally strongest when they comprise multiple perspectives (including the beneficiary perspective where possible), and when they clearly show progress made over a particular reporting period. For more on selecting indicators, see the **Guidelines for How to Measure and Report Social Impact**.

The purpose of this dictionary is not to provide a prescriptive list of indicators that must be used. Rather, it draws together information from a wide body of existing research on impact measurement across a range of sectors, and makes this information available to organisations as a resource. The tables of aspects of impact and potential indicators that follow show how different kinds of impact can be understood, tracked and measured. Reading through the tables, organisations may find indicators that are immediately applicable to their own activities. Equally they may find useful pointers and ideas as to how to progress with developing indicators of their own.

The impacts and indicators are grouped in the following sections:

- §1 Community and Public Benefit
- §2 Support
- §3 Measures of Well Being
- §4 Conservation and the Environment
- §5 Responsible Management

While these sections separate out certain kinds of impacts and sectors, an organisation may engage in activities which cut across several of these. For example, an organisation running a community centre (which would come under §1 Community and Public Benefit) may also offer specialised programmes providing targeted support to young people at risk (covered in §2 Support). Organisations will want to comb through the tables of different impact aspects and potential indicators in order to find the ones of greatest relevance to their own activities.

The tables are designed to be relatively comprehensive in terms of what they include. Individual organisations are certainly not expected to address every point. The aim is to equip organisations with rapid access to detailed information as to how impact measurement can be structured, not to overwhelm them with a wall of reporting demands. Impact measurement systems have only to be comprehensive in relation to the impacts they are measuring, and not to all possible impacts. Looking through the tables,

organisations will want to maintain a sense of what is material and what is operationally feasible, and select out the particular points that tap into what they are doing.

Many of the indicators listed relate to specific outputs, and will not by themselves tell the whole story of an organisation's impact. However by thinking through the aspects presented, and considering how impact can be broken down, organisations may find powerful suggestions for developing impact measurement systems of their own that do capture the most important aspects of what they are doing, and demonstrate impact in the round.

The tables also incorporate a number of indicators that look to the beneficiaries, ranging from beneficiary awareness of and access to an organisation's services, through to beneficiary involvement, satisfaction and ultimate well being. These indicators aim to pick up on how effectively beneficiaries are being reached, and whether or not they are able — through the impacts generated — to achieve their own personal goals.

The following brief summaries outline what kinds of impacts are treated in each of the sections.

§1 Community and Public Benefit

Community and Public Benefit covers impacts where the focus is on a particular area or local community, expanding outwards to embrace also regional, national or international communities. Here the target beneficiaries are the wider public within reach of the organisation (as opposed to a specific group of people — see Support below).

The Community and Public Benefit section comprises of four parts:

1. General Measures
2. Focus of Services
3. Local Economy
4. Community Quality of Life

1. General Measures cover chiefly the organisation's understanding of beneficiary needs, beneficiary access to services, and beneficiary participation. These are of potential relevance to all organisations working with community and public benefits.

2. Focus of Services then looks at specific fields of activities relating to community and public benefit. These are:

- 2.1 Arts and Culture
- 2.2 Sports and Recreation
- 2.3 Community Care
- 2.4 Financial Services
- 2.5 Care and Development of Local Built Environment
- 2.6 Support of Community Groups / Sector Organisations (Umbrella Activities)
- 2.7 Advocacy (Campaigning)

While an organisation may work primarily in one of these, e.g. providing community financial services, it may also be active in other areas, such as engaging with advocacy or supporting community groups. The focus areas are not designed to be exclusive to organisations, but to group together impacts and indicators relating to different activities organisations may engage with.

3. Local Economy looks to ways in which organisations have an impact upon their local areas economically through their operations (e.g. by using local businesses). As organisations inevitably interact with their local economies, this is of potential relevance to all organisations (including those not working primarily in §1 Community and Public Benefit).

4. Community Quality of Life collects measures that address the basic components of a healthy community (e.g. social cohesion, safety, community involvement). As progress toward being or remaining a healthy community is likely to be among the goals of any community organisation, this section is of potential relevance to all organisations in this sector, who may wish to consider how their outcomes relate to these measures. Community Quality of Life measures may be used in combination with an assessment of the well being of community members using §3 Measures of Well Being (see below).

§2 Support

Support covers impacts where the focus is on a particular target group of potential beneficiaries, who may be in some sense vulnerable, excluded or disadvantaged (rather than dealing with the wider public, as with community

organisations). The outreach may still have a local focus (e.g. homeless people within a particular area), but the activities of the organisation are aimed to support a specific group within that local community.

The Support section comprises of two parts:

1. General Measures
2. Focus of Services

1. General Measures deals with issues that are of potential relevance to all support organisations (e.g. access, awareness, beneficiary satisfaction). Also included are a number of summary points regarding common features of many different support services (e.g. accommodation, living skills, health).

2. Focus of Services groups together indicators relevant to particular sectors and areas. These are:

- 2.1 Disability
- 2.2 Homes
- 2.3 Medical / Health
- 2.4 Offenders and Ex-Offenders
- 2.5 Older People
- 2.6 Substance Abuse
- 2.7 Jobs, Skills and Training
- 2.8 Education and Family

Organisations may offer a range of services to their beneficiaries. For example, an organisation with a focus on homelessness may also provide additional services relating to substance abuse, health, and training. It is useful therefore to consider not only what specific sector your organisation may most obviously fit in, but also what issues your activities address and where you achieve your impact.

§3 Measures of Well Being

Measures of Well Being aim to look holistically at people's lives, and identify the aspects which contribute toward overall well being (also referred to as "quality of life" or "happiness" measures). These measures include things like the extent to which a person feels confident, positive, connected to other

people etc., but also issues such as health, having enough money, and having somewhere safe to live.

Organisations that seek to achieve positive change in beneficiaries' lives are bound to impact upon the well being of their beneficiaries, and measuring beneficiary well being can be an effective way to demonstrate impact. Organisations may wish to look specifically at the particular areas of well being to which their activities are most relevant. Often however, the interconnected nature of well being means that impacts in one area will influence others (e.g. a beneficiary's improved material conditions may well help their confidence). Consideration of beneficiary well being and how it can inform impact measurement is of potential relevance to all social-purpose organisations.

§4 Conservation and the Environment

Conservation and the Environment covers impacts relating to environmental concerns as well as to conserving the natural and cultural heritage.

Conservation and the Environment comprises of two parts:

1. Focus of Activities
2. General Measures

1. Focus of Activities groups the main fields of environmental and conservation considerations. These are:

- 1.1 Conservation of Natural Spaces and Heritage
- 1.2 Sustainable Agriculture
- 1.3 Energy
- 1.4 Green Building
- 1.5 Sustainable Transport
- 1.6 Waste, Recycling, and Harmful Waste
- 1.7 Water
- 1.8 Advocacy
- 1.9 Environmental Research and Innovation

As with other sections, organisations may be active across multiple areas.

2. General Measures turns to the environmental impact of the organisation itself in managing its internal operations (e.g. office recycling, energy saving, environmental policy). As all organisations, irrespective of their mission, have an environmental impact, these measures are of potential relevance to all organisations. The environmental General Measures provide organisations with a standard framework for addressing environmental performance.

§5 Responsible Management

Responsible Management covers the internal side of an organisation's operations, in particular its treatment of staff (e.g. terms of employment, safety, equal opportunity). Often these indicators will not address the primary mission-related aspects of an organisation's impact, but rather the impact it has simply by being an organisation. As such, it is in essence a form of Corporate Social Responsibility (CSR). A full treatment of the organisation's impact of operations, and therefore of Responsible Management, necessarily includes addressing also its impact on the local economy (see §1-3 Local Economy), and its environmental impact (see §4-2 General Measures).

Questions of Responsible Management are relevant to all organisations, as all organisations do have an impact on their staff, on the economy in which they operate, and on the environment. They should however be considered in relation to the organisation's scale, and regarded more as checkpoints for good operating procedures rather than as core impact reporting, which should focus on the organisation's primary mission, and its fulfilment thereof.

§1 Community and Public Benefit

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§1 COMMUNITY AND PUBLIC BENEFIT: 1. GENERAL MEASURES

ASPECT	ACTIONS	OUTPUTS	OUTCOMES	POTENTIAL INDICATORS
§1-1.1 ORGANISATION'S AWARENESS AND UNDERSTANDING OF NEEDS				
assess community needs and issues	research community needs and issues <ul style="list-style-type: none"> • systematic collection of information • use of surveys,³ questionnaires³, community groups • ongoing (annual) monitoring and appraisal of community needs and issues staff develop relationships with local people	analysis of results publication of results (research on needs made available to community groups and organisations) <hr/> community needs and issues are identified, understood, and influence service planning <ul style="list-style-type: none"> • priority needs are agreed • changes in needs are reviewed • needs are used as a baseline to measure progress 	community influences delivery of services <ul style="list-style-type: none"> • community is routinely consulted on policies and services • services are responsive to community needs • community shares in decision-making; leads the agenda for change or development; establishes a vision for future change 	number of community members surveyed / consulted regarding needs number of new / modified services in light of assessment community uptake of new / modified services publication and distribution of research on needs (number of copies distributed, downloaded etc.)
awareness of social-purpose organisations working in the community	research local social-purpose organisations	research conducted and findings compared with community needs assessment of needs met and unmet needs identification of gaps, needs for specialist providers, opportunities for partnerships and collaboration research made available to local social-purpose organisations ensure services provided are ones which beneficiaries are otherwise unable to access	partnerships and collaborations formed new organisations / specialist providers brought in to meet specific needs more effective meeting of community needs	publication and distribution of research (number of copies distributed, downloaded etc.) number of partnerships and collaborations formed number of new organisations and initiatives introduced to community number of other organisations accessible to target population offering similar services
assess community assets and resources	community assets appraisal	identification of community assets and resources and their current uses	improved awareness and use of community assets	new uses of community assets

³ cover users of the organisation's community services and members of the community who do not currently use the organisation's services

§1 COMMUNITY AND PUBLIC BENEFIT: 1. GENERAL MEASURES

ASPECT	ACTIONS	OUTPUTS	OUTCOMES	POTENTIAL INDICATORS
§1-1.2 COMMUNITY'S AWARENESS AND ACCESS TO SERVICES				
community members are aware of organisation and its services	distribution of information about services to community newsletters, publications media presence	people know the array of services available to them people are aware of community resources and networks increased visibility (website, hotlines) increased coverage of services and activities in (local) media	increased uptake of services increased knowledge of and support for organisation	number (proportion) of community aware of organisation / services increase in number of service users / participants distribution of information about services (publications, website, hotline, use of community resources to propagate word of mouth) number of website hits, calls to hotline, enquiries number of pieces published in the media associated with the organisation's work levels of support (donations)
community can access services	access appraisal, access improvements	people are able to access services with respect to: <ul style="list-style-type: none"> • transport • disabled access • communication (language) • financial barriers 	uptake of services is not limited by access issues	number of people accessing community services through access improvements
services are inclusive	increase outreach to cover minority and disadvantaged groups	organisation's outreach is inclusive, representative, and diverse awareness and access reaches minority and disadvantaged groups	more diverse uptake of services (beneficiaries are representative of the target population) minority and disadvantaged groups feel more included benefits of services are representative and inclusive (i.e. particular groups, e.g. women, do equally well from services as others)	increase in diversity of service users / participants increase in diversity of successful outcomes increase in diversity of participation in programmes

§1 COMMUNITY AND PUBLIC BENEFIT: 1. GENERAL MEASURES

ASPECT	ACTIONS	OUTPUTS	OUTCOMES	POTENTIAL INDICATORS
§1-1.3 FOSTERING ENGAGEMENT, PARTICIPATION, NETWORKS AND EMPOWERMENT				
beneficiaries participate in community activity	<p>create opportunities for people to express their views on activities and projects</p> <p>create opportunities for people to participate in organising and running activities and projects</p>	<p>people and organisations in the community work together</p> <p>people gain confidence and skills to take an active role in the community (with resulting action on specific problems or issues)</p>	<p>enhanced community engagement</p> <p>culture of collaboration, participation, change</p> <p>greater sense of community belonging, community cohesion</p>	number of people participating
facilitate social networks of support, care and friendship	encourage people to connect and network with others within groups	<p>community services generate informal contacts and support networks</p> <p>diverse groups of people brought together</p>	<p>presence of social networks of support, care and friendship</p> <p>sharing of information and resources between people in community</p> <p>people explore new ideas, adopt new solutions</p>	<p>people report enhanced social networks (see §1-4.1 community quality of life measures)</p>
support the development of skills, confidence and leadership within the community	<p>create and support leadership opportunities</p> <p>provide people with the necessary knowledge and skills</p> <p>ensure leadership is representative</p>	community members take on leadership roles	<p>people have the skills and confidence to propose alternatives</p> <p>there is effective leadership for community needs</p> <p>greater sense of community influence, empowerment</p>	<p>number of new leaders from within the community</p> <p>number of new initiatives from community members</p>
assisting communities to exercise power and influence	encourage participation of people and groups in local issues	<p>people are involved in local organisations and tackling community issues</p> <p>people participate in local planning and decision making</p>	<p>enhanced local democracy, partnership and citizenship</p> <p>community influences local decisions</p> <p>community is actively involved in the planning, delivery and quality of services</p> <p>community becomes more self-determining</p>	<p>number of people participating in local decision making</p> <p>number (proportion) of people who feel they can influence decisions in their area</p>
excluded people and groups participate	excluded people and groups encouraged to participate in community activity, develop skills and knowledge	<p>participation of excluded people</p> <p>new initiatives and groups formed</p>	<p>achieve greater inclusiveness</p> <p>socially excluded groups gain more influence</p>	<p>number of previously excluded people participating</p> <p>number of new initiatives, activities established with input</p>

§1 COMMUNITY AND PUBLIC BENEFIT: 1. GENERAL MEASURES

ASPECT	ACTIONS	OUTPUTS	OUTCOMES	POTENTIAL INDICATORS
	work to help members of the community that are affected but not yet organised to form groups			from excluded people number of new groups for excluded people established
volunteering	promotion of voluntary sector support of voluntary schemes provision of information on volunteering opportunities creation of volunteering opportunities	increased levels of volunteering	benefits to community from voluntary work done development of skills, experience, confidence of volunteers increased social capital	number of people supported to begin volunteering levels of formal volunteering (with groups, clubs, organisations e.g. once a month or more) levels of informal volunteering (helping people who are not direct family e.g. once a month or more)

§1 COMMUNITY AND PUBLIC BENEFIT: 2. FOCUS OF SERVICES

ASPECT	ACTIONS	OUTPUTS	OUTCOMES	POTENTIAL INDICATORS
§1-2.1 ARTS & CULTURE				
arts in the community	shows, performances support for artists	community members attend audience / community reports satisfaction (surveys, feedback)	increased knowledge and appreciation of arts and culture life enriched	attendance (number of people, average, percent capacity) number of artists supported reports of appreciation / satisfaction regarding arts
appreciation of local culture	local culture explored through art shows, performances	community members attend	community members pursue arts further	arts programmes receive external recognition (critic reviews, awards etc.)
participation of community members in the arts / outreach services	community arts programmes offered (may include: education, outreach to disadvantaged community members) partnerships between arts groups and community organisations	uptake of programmes, services	enhanced community inclusion, cohesion increased awareness of history of community	number of education / outreach programmes run (attendance) improved community quality of life (see §1-4.1 community quality of life measures)
§1-2.2 SPORTS AND RECREATION				
sports in the community	provision of sport facilities, sports programmes, classes (dance, yoga, etc.) nutrition and exercise awareness campaigns	increased uptake of sports increased awareness of benefits of exercise and nutrition	building healthier lifestyles, healthier communities	number of users / participants health measures (rates of disease, obesity etc.)
outreach services	education / outreach programmes to disadvantaged or at risk members of the community through sports	uptake of programmes, services	reduced anxiety, stress, depression (outlet through sports) reduced crime and antisocial behaviour improved behaviour and educational outcomes (sports as a hook to learning, team- work etc.) enhanced community inclusion (improved relations between young people)	number of users / participants reports of improved outlook, engagement with education reduced truanting, antisocial behaviour (see §2-2.8 education and family) reduced crime rates (incidence of burglary, antisocial behaviour etc.) improved community quality of life (see §1-4.1 community quality of life measures)

§1 COMMUNITY AND PUBLIC BENEFIT: 2. FOCUS OF SERVICES

ASPECT	ACTIONS	OUTPUTS	OUTCOMES	POTENTIAL INDICATORS
§1-2.3 COMMUNITY CARE				
general community care and support services	provision of services: <ul style="list-style-type: none"> • support for parents, children (childcare, crèche facilities) • education provision (pre-school, school, adult) • health services and promotion of healthy choices and behaviour • advice provision of space, facilities, equipment for services	increase in service use increase in demand for services	members of the community benefit from services	number of service users increased benefits to community members see §2-2.8 education and family and §2-2.3 medical / health improved community quality of life (see §1-4.1 community quality of life measures)
§1-2.4 FINANCIAL SERVICES				
financial services for community members	access to financial services: <ul style="list-style-type: none"> • credit • debt advice • savings • insurance • financial literacy 	uptake of financial services	increased access to financial services greater financial security for community members community members empowered to use and make decisions regarding money	uptake of credit facilities (decrease in number of individuals using doorstep lenders) average loan size (purpose of borrowing); loan delinquency rate number of bank accounts, insurance policies held by those who previously did not qualify increase in individual or household savings number of people accessing financial advice (money management, financial literacy)
financial services for local businesses	access to financial services: <ul style="list-style-type: none"> • credit • training and advice • financial literacy 	new / expanded local businesses (SMEs, social enterprises)	businesses achieve sustainable growth increased local employment and sustainable economic growth	number of businesses provided with assistance or training number who began / expanded business within 12

§1 COMMUNITY AND PUBLIC BENEFIT: 2. FOCUS OF SERVICES

ASPECT	ACTIONS	OUTPUTS	OUTCOMES	POTENTIAL INDICATORS
				months of assistance or training (and attributed new business operations at least in part to assistance) number still in business two years later change in number of businesses operating in area change in size and scale (turnover) of businesses number of additional fulltime employees
§1-2.5 CARE AND DEVELOPMENT OF LOCAL BUILT ENVIRONMENT				
quality of local environment	improve cleanliness, aesthetics of local environment (e.g. litter, dog-fouling, detritus, weeds, fly-tipping, fly-posting, graffiti, physical appearance and maintenance) increase amount of local green open space (land e.g. freed up, rehabilitated, secured, purchased)	spaces are clean, litter-free etc. decline of local environment reversed more green open space available and accessible to community members	enhanced quality of local environment local pride in and ongoing maintenance of local environment people spend more time outside (using public space) reduced crime, fear of crime increased community cohesion	area of open space, public space number of people using public space reduction in litter levels increase in property prices reduction in crime levels, reduction in reported fear of crime increase in reported satisfaction with local area improved community quality of life (see §1-4.1 community quality of life measures)
buildings	construction / renovation / purchase of community building	new space for community use	enhanced community facilities	area of new community space increase in value of community assets
infrastructure	foster infrastructure developments, investment in infrastructure	new infrastructure	enhanced community infrastructure	volume of new infrastructure
transport	enhance local public transport	improved public transport access to local essential	community services and facilities more accessible,	number of public transport users who previously had no

§1 COMMUNITY AND PUBLIC BENEFIT: 2. FOCUS OF SERVICES

ASPECT	ACTIONS	OUTPUTS	OUTCOMES	POTENTIAL INDICATORS
		services, community facilities	more inclusive increased use of public transport, reduced traffic, car road miles	access number of public transport users who previously used a car
§1-2.6 SUPPORT OF COMMUNITY GROUPS / SECTOR ORGANISATIONS (UMBRELLA ACTIVITIES)				
distribution of information	<p>distribution of information to organisations regarding:</p> <ul style="list-style-type: none"> • local, regional and national developments affecting work (planning, policy) • funding sources, access to resources • legal advice • financial guidance and effective management • impact reporting, measurement tools and techniques • skills, training and support • new research <p>distribution of information on other organisations and approaches</p> <p>distribution of information on needs of target community and ensure these are met by organisations (see §1-1.1 organisation's awareness and understanding of needs)</p>	<p>publications, web information resources, hotlines</p> <p>map of community groups or sector organisations</p> <p>map of approaches in use</p> <p>organisations are aware of needs and organise services appropriately</p>	<p>change of practice among organisations as a result of distributed information</p> <p>organisations have knowledge of issues and skills to be effective</p> <p>improved service provision</p> <p>improved access to funding</p>	<p>distribution of information (number of publications, website hits, downloads, calls, enquiries)</p> <p>feedback from supported groups and organisations on usefulness of information</p> <p>number of consultations with organisations leading to changes in practice</p> <p>volume of funding leveraged</p> <p>number of pieces published in the media associated with the organisation's work</p>
network activities	<p>foster interest networks for community groups / sector organisations</p> <p>facilitate cross-communication between groups and organisations</p> <ul style="list-style-type: none"> • events 	<p>presence of networks</p> <p>collaboration between groups and organisation</p> <ul style="list-style-type: none"> • sharing of information, expertise • sharing of approaches, techniques, good practice 	<p>organisations work with wider networks to mutual advantage</p> <p>organisations work collaboratively, form partnerships</p> <p>cross-community cross-sector initiatives</p>	<p>number of networking events, conferences organised (feedback from participating organisations)</p> <p>number of organisations brought together, networks formed</p>

§1 COMMUNITY AND PUBLIC BENEFIT: 2. FOCUS OF SERVICES

ASPECT	ACTIONS	OUTPUTS	OUTCOMES	POTENTIAL INDICATORS
	<ul style="list-style-type: none"> • conferences • meetings • focus groups <p>support organisations to make links with other organisations, agencies and bodies</p> <p>integrate knowledge from across different groups and organisations and use it to leverage value from diverse sets of activities</p>	<ul style="list-style-type: none"> • sharing of resources, facilities, equipment • cross-referral of service users (from one group or organisation to another they may benefit from) 	<p>organisations explore new ideas</p> <p>organisations adopt new solutions</p>	<p>number of new initiatives, collaborations, partnerships formed</p> <p>number of service users referred between organisations</p>
<p>support the development of groups and organisations</p>	<p>support organisations with regard to:</p> <ul style="list-style-type: none"> • financial barriers • needs for equipment • specialist professional advice (knowledge of processes, resources, policies, skills needed) <p>provision of resources (project space, office space, office services etc.; see §1-3 local economy)</p> <p>assist organisations in implementation of best practice and support beneficiary involvement</p> <p>ensure organisations and representatives have authority and legitimacy regarding their community of beneficiaries</p> <p>promotion of new groups and organisations</p>	<p>formation of new organisations, new (local) projects</p> <p>new / expanded services made available</p>	<p>new organisations provide services meeting needs and drawing on beneficiary and community energies</p>	<p>number of new organisations and projects developed using the support organisation's resources and services</p> <p>new services provided by the new organisations</p> <p>uptake of new services (number of community members accessing services)</p>
<p>representation of groups and organisations</p>	<p>representation of the sector, groups and organisations to the public and the media</p> <p>raise awareness among</p>	<p>organisations form contacts with resource / development agencies</p> <p>additional resources leveraged</p>	<p>improved public awareness, public perception</p> <p>enhanced involvement and influence of organisations in</p>	<p>changes in policy and public awareness (see §1-2.7 advocacy)</p> <p>number of pieces published in</p>

§1 COMMUNITY AND PUBLIC BENEFIT: 2. FOCUS OF SERVICES

ASPECT	ACTIONS	OUTPUTS	OUTCOMES	POTENTIAL INDICATORS
	<p>external agencies</p> <p>feed information from organisations to policy makers (and feedback to organisations)</p> <p>support organisations with the knowledge and skills to have an effective influence on policy making</p>	<p>(offers of funding, offers of non-financial inputs)</p>	<p>policy making</p> <p>new resources flow into community / sector</p> <p>responsive policies are formed and implemented</p>	<p>the media associated with the organisation's work</p> <p>volume of funding leveraged</p> <p>value of non-financial inputs leveraged</p>
§1-2.7 ADVOCACY (CAMPAIGNING)				
leverage political support	<p>lobbying external bodies involved in planning and policy development (driven by understanding of needs)</p> <p>develop contact with policy makers, involvement with policy makers</p> <p>foster working agreements</p>	<p>involvement in local planning structures</p> <p>strategic partnerships</p> <p>participation in research commissioned by relevant bodies, writing of guidance documents</p> <p>participation in policy review groups</p>	<p>policy change</p> <p>implementation of changed policy</p> <p>changes result in greater public benefit, improvements for beneficiaries (satisfaction of beneficiaries)</p>	<p>changes in policy (measures passed related to programme goals or development, changes in regulations)</p> <p>number of policy or guidance documents published with contributions from or references to organisation</p> <p>references to organisation in policy statements, resolutions</p> <p>increase in government funding for sector</p>
support effective influence on public policy and practice	<p>provide information to organisations on involvement and influence over policy making</p> <p>provide guidance notes on key areas</p> <p>feed information from organisations to policy makers (and feedback to organisations)</p>			
increase public awareness and support	<p>generate publicity</p> <p>garner high profile support</p> <p>raise awareness among external agencies</p>	<p>increased media presence</p> <p>public support of issue from elected officials and well-known individuals</p> <p>additional resources leveraged (offers of funding, offers of non-financial inputs)</p>	<p>increased public awareness, public perception</p> <p>new resources flow into community / sector</p>	<p>increase in public awareness; people report a positive attitude toward issue</p> <p>number of pieces published in the media associated with the organisation's work</p> <p>number of beneficiaries seeking information (website)</p>

§1 COMMUNITY AND PUBLIC BENEFIT: 2. FOCUS OF SERVICES

ASPECT	ACTIONS	OUTPUTS	OUTCOMES	POTENTIAL INDICATORS
				hits, calls to hotline) volume of funding leveraged value of non-financial inputs leveraged
increase participation	organisation of meetings, events, opportunities for participation and community engagement	participation in public meetings elected representatives and policy makers engage with community	traditional power holders recognise and respond to legitimate community power changes in public policy influenced by beneficiary input increased community influence over resources and their allocation community gains more control over assets and services	number of people participating changes in policy changes in public structures

§1 COMMUNITY AND PUBLIC BENEFIT: 3. LOCAL ECONOMY

ASPECT	ACTIONS	OUTPUTS	OUTCOMES	POTENTIAL INDICATORS
§1-3.1 SUPPORT OF LOCAL BUSINESSES / LOCAL ECONOMY				
use of local businesses	use of local suppliers and service providers	contracts for local business	boost to local business	local multiplier effect ⁴ Gross Value Added (GVA) ⁵
local hiring	employ local people	local jobs	boost to local employment	number of local jobs created
provision of support to local businesses and social enterprises	provision of (subsidized) space to local businesses and social enterprises (e.g. project space, office space, meeting rooms) provision of facilities, equipment, resources etc. to local businesses and social enterprises	use of services	growth of local businesses and social enterprises new local businesses and social enterprises	number of local businesses and social enterprises using support organisation's resources and services growth of supported local businesses and social enterprises
investment in local area (sector)	enhance attractiveness of local area (sector) to investment	businesses / government invest in local area (sector)	local (sector) growth	increase in investment in local area (sector)

⁴ The local multiplier effect looks at the economic value generated through recirculation of money within a local economy. A simple measure is of the value of local goods and services procured. The nef tool LM3 (Local Multiplier 3) looks at i. resources brought into local economy ii. spend within local area iii. onspend by local suppliers used within local area (see <http://www.proveandimprove.org/tools/localmultiplier3.php>)

⁵ GVA is a measure of direct economic value generated and distributed by the organisation (includes: revenues, operating costs, employee compensation, donations, investments, retained earnings, payments to capital providers and governments)

§1 COMMUNITY AND PUBLIC BENEFIT: 4. COMMUNITY QUALITY OF LIFE

ASPECT	POTENTIAL INDICATORS
§1-4.1 COMMUNITY QUALITY OF LIFE MEASURES	
perceptions of community and neighbourhood	people feel part of the community and a sense of belonging people are satisfied with their neighbourhood as a place to live / enjoy living here people feel the neighbourhood is improving (is getting worse)
social networks, community cohesion, social capital	people feel strong community cohesion people feel that individuals in their local area help one another people from different social, economic and cultural backgrounds spend time together and get on well people from different generations spend time together and get on well people know people locally people feel high levels of trust in neighbours people go out and meet other residents people feel the community is friendly people have strong social networks of friends, family and neighbours <ul style="list-style-type: none"> • speak to friends / neighbours / relatives at least once a week • have at least one close friend / relative who lives nearby • have people you can turn to when needing help (e.g. needing help when ill in bed, needing to borrow money) proportion of people who have helped or been helped by others (unpaid and not relatives) over the last year economic and cultural mix of communities (ghettoisation) economic and cultural diversity of intake of local services (e.g. schools)
getting involved, feeling empowered	people feel well-informed about local affairs people feel they can influence decisions that affect their neighbourhood / area / community people feel they can make a difference to their community people do something locally / participate in a community activity proportion of people participating in local activities proportion of people involved in local groups, local decision making
safety and crime	people feel safe (reduced levels of fear) people feel they can trust people living in their area people feel they can trust unfamiliar others people feel they can walk out at night local area is safe and well kept

ASPECT	POTENTIAL INDICATORS
	<ul style="list-style-type: none"> • levels of crime, antisocial behaviour, accidents • levels of vandalism, drunk and rowdy behaviour • levels of graffiti • level of victimisation (e.g. as recorded by the British Crime Survey) • perceptions of local crime level <p>proportion of people who have been a victim of crime in the last 12 months</p>
<p>economic factors</p>	<p>people report feeling financially secure</p> <p>measures of local level of economic deprivation</p> <ul style="list-style-type: none"> • borough's position on the Index of Multiple Deprivation (IMD) • proportion of families on incomes of less than 60% of the median income • proportion of children living in poverty • incidence of fuel poverty • total value of household debt <p>levels of local employment (unemployment)</p> <p>levels of anti-poverty benefits uptake</p> <p>number of individuals moving off benefits (e.g. income support, housing benefit, passported benefits such as free prescriptions)</p> <p>increase in individual / household income</p>

§2 Support

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§2 SUPPORT: 1. GENERAL MEASURES

General areas of focus and potential indicators for organisations providing support services, covering:

- aspects of support services provision
- common features of support services

FOCUS	ASPECT	POTENTIAL INDICATORS
§2-1.1 ASPECTS OF SUPPORT SERVICES PROVISION		
assess beneficiary needs and issues	<p>research beneficiary needs and issues</p> <ul style="list-style-type: none"> • systematic collection of information • use of surveys, questionnaires⁶, beneficiary groups • ongoing (annual) monitoring and appraisal of community needs and issues <p>needs and issues are identified, understood, and influence service planning</p> <ul style="list-style-type: none"> • priority needs are agreed • changes in needs are reviewed • needs are used as a baseline to measure progress 	<p>number of beneficiaries surveyed / consulted regarding needs</p> <p>number of new / modified services in light of assessment</p> <p>uptake of new / modified services</p> <p>publication and distribution of research on needs (number of copies distributed, downloaded etc.)</p>
beneficiary awareness of needs and support services	<p>beneficiaries are aware of their situation and understand the needs they have for physical, emotional or practical support</p> <p>beneficiaries are aware of the organisation and the various forms of support available to them (know where to get help)</p>	<p>number and proportion of target population aware of organisation and its services</p> <p>distribution of information about services (publications, website, hotline, use of community resources to propagate word of mouth)</p> <p>number of website hits, downloads, calls to hotline</p> <p>number of pieces published in the media associated with the organisation's work</p> <p>number of enquiries, applications for services</p>
access of services	<p>beneficiaries are able to access services with respect to:</p> <ul style="list-style-type: none"> • transport • disabled access • communication (language) • financial barriers <p>uptake of services is not limited by access issues</p> <p>services provided are ones which beneficiaries are otherwise unable to access</p>	<p>number of beneficiaries receiving services</p> <p>number of potential beneficiaries turned away or finding barriers to entry</p> <p>number of other organisations accessible to target population offering similar services</p>
inclusion	<p>organisation's outreach is inclusive, representative, and diverse</p>	<p>uptake of services is representative and inclusive (beneficiaries are representative of the target population)</p>

⁶ cover users of the organisation's services and potential beneficiaries who do not currently use the organisation's services

§2 SUPPORT: 1. GENERAL MEASURES

FOCUS	ASPECT	POTENTIAL INDICATORS
	<p>awareness and access reaches minority and disadvantaged groups</p> <p>benefits of services are representative and inclusive</p>	<p>successful outcomes and participation in programmes are representative and inclusive (i.e. particular groups, e.g. women, do equally well from services as others)</p>
choice	<p>beneficiaries have the confidence to approach services (and are supported to assert their needs)</p> <p>beneficiaries are given the information to communicate effectively and explore options</p> <p>beneficiaries are able to make informed choices about which services and supports will best meet their needs</p> <p>beneficiaries are confident that their authority as participants is recognised and valued</p> <p>beneficiaries are able to exercise control over their services</p>	<p>uptake of information made available to beneficiaries</p> <p>beneficiaries report satisfaction with levels of choice and control regarding services</p>
beneficiary involvement	<p>beneficiaries are supported with the understanding, knowledge and skills needed to participate</p> <p>beneficiaries are involved with service planning / design, choice of activities, setting of goals and selection of indicators</p> <p>results are shared with beneficiaries including feedback and review of involvement</p> <p>beneficiaries share skills, experience and knowledge with each other and with the organisation</p> <p>beneficiaries are represented (e.g. on board or equivalent, employed in service, provide training for staff)</p> <p>beneficiary involvement is sustained over time</p>	<p>number of beneficiaries supported to become more actively involved in decision making regarding their support</p> <p>number of involvement groups / participation sessions run (beneficiary attendance)</p> <p>number participating in planning, design and delivery of services and activities; number of user-run activities taking place</p> <p>number of beneficiaries receiving results / reports (in an appropriate format) and participating in feedback</p> <p>number of beneficiaries enabled to use impact to benefit community themselves (transfer skills, involvement in support network)</p> <p>number of beneficiaries supported to take positions within the organisation and begin giving support to others</p> <p>length of time input from individual beneficiaries is sustained</p>
beneficiary satisfaction	evidence of beneficiary satisfaction	<p>beneficiaries report that services are responsive to their needs</p> <p>beneficiaries report that services help them achieve their personal goals</p> <p>retention rate of beneficiaries (ongoing service provision)</p> <p>boost in demand</p> <p>number of new users referred to organisation by existing beneficiaries</p>

§2 SUPPORT: 1. GENERAL MEASURES

FOCUS	ASPECT	POTENTIAL INDICATORS
building social networks	<p>organisation's work supports / helps build social networks with family, friends, support workers</p> <p>organisation uses services to leverage social interaction among beneficiaries (promotes links to community, networks, groups for beneficiaries)</p>	<p>number of beneficiaries supported to develop positive new relationships / friendships</p> <p>number supported to build / strengthen relationships with family members</p> <p>number supported to develop parenting and caring roles</p> <p>number supported to begin accessing peer support or self-help groups</p>
communication and information sharing	<p>organisation shares information with sector and external bodies; results are published and made available to funders, the public, other sector organisations, government and policy makers</p> <p>results are shared with beneficiaries</p> <p>evidence of good practice is shared with the wider community</p> <p>techniques for good practice are sought from the wider community</p>	<p>number and distribution of publications (reports, newsletters, research etc., including information made available in appropriate format for beneficiaries)</p> <p>attendance at sector conferences, events</p> <p>communications / agreements / partnerships formed with other organisations</p>
advocacy	<p>feed information from organisation's activities up to policy-making and planning structures</p> <p>involvement with policy making, local planning</p> <p>raising public awareness and support</p> <p>engaging with public opinion, public attitudes</p>	<p>changes in policy, local planning, regulations (measures passed related to programme goals or development, changes in regulations)</p> <p>number of policy or guidance documents published with contributions from or references to organisation</p> <p>references to organisation in policy statements, resolutions</p> <p>number of strategic partnerships formed</p> <p>number of pieces published in the media associated with the organisation's work</p> <p>increase in public awareness; people report a positive attitude toward issue (issue becomes less stigmatised)</p> <p>new funding / donations / non-financial inputs leveraged</p> <p>(see §1-2.7 advocacy)</p>
indirect economic benefits	savings in government expenditure	<p>savings from beneficiaries supported to come off benefits (e.g. into employment)</p> <p>savings through improvements in beneficiaries' physical and mental health (e.g. through greater independence, reduced need for care)</p> <p>savings through reductions in high risk behaviour and thereby in associated costs (crime rates, injury rates and</p>

§2 SUPPORT: 1. GENERAL MEASURES

FOCUS	ASPECT	POTENTIAL INDICATORS
		hospitalisations from e.g. alcohol-related accidents, drug overdoses) increase in tax revenues through people facilitated to start working
	enhanced local value attributable at least in part to the work of the organisation (i.e. building on enhanced social value)	number (value) of new businesses moving into area value of new investment attracted into area increase in local property values
	economic multipliers through: <ul style="list-style-type: none"> • use of local suppliers and service providers • local employment, local hiring • boost to local economy through attraction of visitors to area 	local multiplier effect ⁷ Gross Value Added (GVA) ⁸ number of local jobs created
understanding progress and well being		see §3 measures of well being
§2-1.2 COMMON FEATURES OF SUPPORT SERVICES		
accommodation	support stable and long term accommodation solutions	number of beneficiaries supported to move to more independent accommodation number supported to move to more suitable (but not more independent) accommodation number supported to obtain safe and affordable housing
living skills: domestic	support development of domestic living skills	number of beneficiaries supported to develop new skills for independent living (e.g. cooking, shopping for food) number supported to begin leaving the house; using public transport independently; enjoying mobility and being able to get around number who know how to access help in an emergency
living skills: financial	support development of financial stability and self-management	number of beneficiaries supported to manage their own finances effectively (accounts, forms, personal administration, household budget etc.) number supported to address and reduce a debt problem

⁷ The local multiplier effect looks at the economic value generated through recirculation of money within a local economy. A simple measure is of the value of local goods and services procured. The nef tool LM3 (Local Multiplier 3) looks at i. resources brought into local economy ii. spend within local area iii. onspend by local suppliers used within local area (see <http://www.proveandimprove.org/tools/localmultiplier3.php>)

⁸ GVA is a measure of direct economic value generated and distributed by the organisation (includes: revenues, operating costs, employee compensation, donations, investments, retained earnings, payments to capital providers and governments)

§2 SUPPORT: 1. GENERAL MEASURES

FOCUS	ASPECT	POTENTIAL INDICATORS
		number supported to open a bank account or savings scheme (increase in savings) number supported to access appropriate credit (decrease in use of loan sharks / irresponsible lenders) number supported to access financial advice number supported to improve financial literacy number who begin to access state benefits (e.g. income support)
health	support beneficiaries to be as well as they can support beneficiaries to be able to identify their own health needs and know when it is appropriate to seek medical care support beneficiaries to access health services	number of beneficiaries supported to register with GP, access routine medical examinations and care number attending appointments (see §2-2.3 medical / health and §3 measure of well being)
family / carers	provide respite for family members / carers	number of carers / family members enjoying respite through organisation's provision of services number of respite hours / days facilitated by organisation families / carers report being better able to manage due to respite provided by organisation

§2 SUPPORT: 2. FOCUS OF SERVICES: 2.1 HOMES

Areas of focus and potential indicators for organisations working with homelessness, housing and accommodation

FOCUS	ASPECT	POTENTIAL INDICATORS
§2-2.1 HOMES		
shelter needs	meet immediate shelter needs (beneficiaries may include: homeless people, unemployed people, people with mental health needs, disabled people, poor widows and single women, young families, prison leavers (ex-offenders), people with substance abuse issues / issues with addiction)	number of bed-nights provided (percent capacity of shelter) number of unique beneficiaries using shelter (number re-entering) number applying to shelter change in number of people sleeping rough number (proportion) of beneficiaries who remain in the shelter three or more days and utilize services (see next row: support / additional services)
	meet intermediate and long term shelter and housing needs	number (proportion) of beneficiaries applying to transitional housing number (proportion) who move to a transitional shelter, a rehabilitative setting (excluding prison), or the home of a friend or family member (intermediate shelter needs met) number (proportion) who move to safe permanent housing number who maintain safe and stable housing for six consecutive months after leaving the shelter number who do not re-enter the homeless system within one year of obtaining permanent housing (long term need met)
support / additional services	provision of support and additional services	number (proportion) of beneficiaries who develop a service / treatment plan (after x days at shelter) number who complete service / treatment plan number who participate in referral programs number who participate in planning and delivery of support services
	services relating to physical and mental health	number of beneficiaries who register and attend GP services number who register and attend mental health / counselling support services number who obtain / maintain routine medical examinations number who know when it is appropriate to seek medical care (see §2-2.3 medical / health)

§2 SUPPORT: 2. FOCUS OF SERVICES: 2.1 HOMES

FOCUS	ASPECT	POTENTIAL INDICATORS
	services relating to addiction	number of beneficiaries who register and attend drug / alcohol / addiction rehabilitation services (see §2-2.6 substance abuse)
	services relating to management of finances	number of beneficiaries who receive financial advice number who begin to access income support (see §2-1.2 common features of support services , row living skills: financial)
	services relating to employment	number of beneficiaries who register and attend education, training and employment services (see §2-2.7 jobs, skills and training)
affordable housing and tenancy issues	increase supply of affordable housing	number of new housing units built / made available change in number (proportion) of target population with access to affordable housing
	increase uptake of affordable housing	number of beneficiaries supported to secure affordable long term housing
	improvements in behaviour by tenants	taking care of housing, making repairs reduced incidence of antisocial behaviour number of beneficiaries supported to manage relationships with neighbours
	changes in the likelihood of eviction	number of beneficiaries supported to resolve issues with their landlords number supported to manage finances and meet arrears number (change) of evictions
	improve resident safety, maintenance and quality of local environment	number and rate of crimes residents report feeling safe residents report satisfaction with condition of housing units residents report satisfaction on maintenance of housing and local environment numbers of complaints received, resolved turnover of residents vacancy new investment in area (see §1-2.5 care of local environment)

§2 SUPPORT: 2. FOCUS OF SERVICES: 2.2 MEDICAL / HEALTH

Areas of focus and potential indicators for organisations working with medical and health issues (including physical and mental health, and health education and awareness)

FOCUS	ASPECT	POTENTIAL INDICATORS
§2-2.2 MEDICAL / HEALTH		
medical / health service delivery	health services provided	number of: <ul style="list-style-type: none"> • patients seen / consultations • procedures / surgeries completed • drug treatments / immunisations administered • counselling / support sessions provided • patient beds provided number (proportion) of successful interventions (improvement of condition that was present upon referral to the organisation)
communication and recovery	improvements in health	[appropriate condition-specific indicators] beneficiary self-reports on improvements in health number of beneficiaries able to: <ul style="list-style-type: none"> • return to work • live at home (or other preferred environment) • be mobile • engage in recreation
	increase in beneficiary control and independence	number of beneficiaries provided with information to make choices number supported to be positively involved in decisions about their medication or treatment, and to develop a recovery plan number supported to develop and begin using new coping strategies number supported to decrease their reliance on medical services
health education and high risk behaviour	promoting awareness	number of awareness events, groups, meetings etc. organised by the organisation number of people participating / exposed number of pieces published in the media associated with the organisation's work awareness levels among target beneficiaries (and influence of organisation)

§2 SUPPORT: 2. FOCUS OF SERVICES: 2.2 MEDICAL / HEALTH

FOCUS	ASPECT	POTENTIAL INDICATORS
	engaging purposefully with people	<p>(see §1-2.7 advocacy)</p> <p>number of people showing increased knowledge about health issues and risk behaviour</p> <p>increase in uptake of healthy practices (decrease in high risk behaviour)</p> <p>number of people showing improved health / are healthy after 6 months, a year</p> <p>number who report feeling healthier</p> <p>reduction in incidence of associated health problems</p>
healthy lifestyle	promoting healthy lifestyle	<p>levels among beneficiaries of:</p> <ul style="list-style-type: none"> • smoking • obesity • drug use • healthy diet, nutrition • hours of physical exercise • use of medical services, visits to GP etc. • use of medications • frequency of illnesses

§2 SUPPORT: 2. FOCUS OF SERVICES: 2.3 DISABILITY

Areas of focus and potential indicators for organisations working with disability

FOCUS	ASPECT	POTENTIAL INDICATORS
§2-2.3 DISABILITY		
provision of services	provision of services e.g.: <ul style="list-style-type: none"> • housing / supported accommodation • meals • health care assistance • personal care • housekeeping assistance • specialist living equipment • fitness activities • transportation services • recreation activities • educational / cognitive activities • counselling / therapy • supported employment 	number of individuals applying number receiving services number enabled to live in an environment conducive to well being number supported to engage in independent living
life enhancements	support for beneficiary employment, training, volunteering support for beneficiary mobility increase in beneficiary control	number of beneficiaries engaging in employment, training, voluntary activities number enjoying enhanced mobility number enabled to make more decisions about their lives see §3 measures of well being

§2 SUPPORT: 2. FOCUS OF SERVICES: 2.4 OLDER PEOPLE

Areas of focus and potential indicators for organisations working with older people

FOCUS	ASPECT	POTENTIAL INDICATORS
§2-2.4 OLDER PEOPLE		
home and safety	improve the homes and safety of older people	number of beneficiaries who are able to remain in their home thanks to support provided (who otherwise were likely to have had to give up their home / go into care) number enjoying improvements made to their homes as a result of aids, adaptations, home repairs and maintenance carried out through the organisation number (reduction) suffering accidents in their living environments number who report feeling happier with their home / have the kind of living environment that they want number who report feeling safe (for housing of older people, see §2-2.2 homes)
control	support older people to maintain control	number of beneficiaries supported to be as independent as possible number supported to retain control over their support
health and activities	support older people to take part in activities and engage with others support older people to stay as well as they can	number of beneficiaries taking part in regular activities number taking regular exercise number keeping in touch with other people through activities number who report feeling more active and less isolated

§2 SUPPORT: 2. FOCUS OF SERVICES: 2.5 OFFENDERS AND EX-OFFENDERS

Areas of focus and potential indicators for organisations working with offenders and ex-offenders (those in prison, prison-leavers, those at risk of offending)

FOCUS	ASPECT	POTENTIAL INDICATORS
§2-2.5 OFFENDERS AND EX-OFFENDERS		
offences	monitor levels of offences	numbers of crimes committed severity of crimes committed number of breaches of statutory orders contact with criminal justice system levels of anti- and pro-social behaviour rate of recidivism
support services	provision of support services programmes may cover: <ul style="list-style-type: none"> • housing • substance abuse • mental health issues • education and training 	number of beneficiaries who develop a service plan (attendance) number who complete plan number with appropriate housing after release (see §2-2.2 homes) number connected to local services after release (health etc.) number abusing alcohol, drugs after release (see §2-2.6 substance abuse) number with mental health issues receiving appropriate support (see §2-2.3 medical / health) number enrolled in education and training (attendance) (see §2-2.7 jobs, skills, training) number participating in job placement activity number finding employment number retaining employment 12 months after release
rehabilitation	monitor long term success of offenders after release	number (proportion) of beneficiaries who are law-abiding self-sufficient citizens after 12 months number who are law-abiding supported citizens after 12 months number who return to prison within 12 months number charged with misdemeanour offences number convicted of serious violent crime number re-entering programme number with mental health issues who are able to manage

§2 SUPPORT: 2. FOCUS OF SERVICES: 2.5 OFFENDERS AND EX-OFFENDERS

FOCUS	ASPECT	POTENTIAL INDICATORS
		and remain free of psychiatric hospitalisations 12 months after release improvements to public safety (reduced crime in area, see §1-4.1 community quality of life measures)
family	reconnection of offenders and ex-offenders with family, significant others	number of beneficiaries supported to reunite with family, significant others number who report improved relations with family, significant others number supported to take on parenting roles and responsibilities number who report benefitting from increased family support

§2 SUPPORT: 2. FOCUS OF SERVICES: 2.6 SUBSTANCE ABUSE

Areas of focus and potential indicators for organisations working with people struggling with abuse of alcohol, drugs

FOCUS	ASPECT	POTENTIAL INDICATORS
§2-2.6 SUBSTANCE ABUSE		
alcohol abuse	monitor level and severity of alcohol abuse	units of alcohol consumed days of alcohol usage in the past month amount of alcohol consumed on a typical day in the last month (self-reported) level of alcohol dependence number of A&E admissions due to alcohol incidence of alcoholism related illnesses
drug abuse	monitor level and severity of drug abuse	amount of drugs consumed days of drugs usage in the past month number of drug overdoses in the past month level of drug dependence use of drugs by injection use of needle or syringe which has been used by someone else / use of clean needle, syringe number of needles the public is exposed to number of drug users replacing heroin or crack use with methadone
support	provision of support programme	number of beneficiaries who develop a service plan / enroll in support programme (attendance) number who complete plan / programme number (proportion) of beneficiaries re-entering programme amount of counselling provided number of drug / alcohol dependent people who were using emergency services that are now no longer dependent on emergency services thanks to support programmes reduction in level and severity of drug / alcohol abuse number of lapses into abuse change in levels of unsafe drinking / drug abuse in area

§2 SUPPORT: 2. FOCUS OF SERVICES: 2.7 JOBS, SKILLS AND TRAINING

Areas of focus and potential indicators for organisations working with employment issues and providing jobs, skills and training to those out of work

FOCUS	ASPECT	POTENTIAL INDICATORS
§2-2.7 JOBS, SKILLS AND TRAINING		
development of skills and training	provision of personal / life skills development programmes (soft skills) provision of employment-orientated training programmes (hard skills) provision of advice, mentoring expansion of social and professional networks	number of beneficiaries enrolling in programme (attendance) number (proportion) completing programme (drop-off) number (proportion) passing job skills competency tests after completing training; gaining a meaningful qualification number (proportion) enrolling in further education or occupational skills training programmes number reporting satisfaction with training / advice number connected with each other regarding employment (expansion of social and professional networks) number accessing advice about employment number (proportion) gaining employment (see next row: find jobs) number (proportion) making progress toward employment (see next row: understanding progress toward employment)
find jobs	encourage beneficiaries to apply for and find jobs provision of jobs through employer partners creation of jobs directly within organisation	number of people previously disadvantaged or excluded from employment (e.g. NEETs, homeless people, disabled people) now in paid employment <ul style="list-style-type: none"> • part time (under 16 hours a week) • full time (over 16 hours a week) wage levels (address of: comparable wage, wage growth, wage equity within employer organisation) employment package (address of: leave, benefits, support, opportunities for training, employee representation etc.) number entering into voluntary work placements number becoming self-employed
		number of applications for paid employment number of job interviews attended number gaining a job within x months of programme completion / contact with organisation
		number of employer partners number of jobs offered by employer partners

§2 SUPPORT: 2. FOCUS OF SERVICES: 2.7 JOBS, SKILLS AND TRAINING

FOCUS	ASPECT	POTENTIAL INDICATORS
		number of repeat hires by employer partners number staying in job for 6 months or more number who remain employed after 12 months beneficiaries report satisfaction with job (meeting of expectations) beneficiaries attribute job to support of organisation
understanding progress toward employment	aspects of progress observable through monitoring and / or self-reports	Aspiration and motivation <ul style="list-style-type: none"> • hope • sense of direction • energy • initiative • willingness to make changes • accepting responsibility for development (see also §3 measures of well being) <hr/> Stability <ul style="list-style-type: none"> • issues with drugs or alcohol • insecure housing, problems with debt, or other issues that might affect employment • eating, sleeping, hygiene • health • engagement with structured activities • self-control • reliability • planning and organising • ability to manage money <hr/> Basic skills <ul style="list-style-type: none"> • English • literacy • numeracy • IT • use of telephone • ability to deal with forms • completion of CV <hr/> Social skills for work <ul style="list-style-type: none"> • getting on with people • self-confidence

§2 SUPPORT: 2. FOCUS OF SERVICES: 2.7 JOBS, SKILLS AND TRAINING

FOCUS	ASPECT	POTENTIAL INDICATORS
		<ul style="list-style-type: none"> • turning up on time • behaving appropriately • working with teams • presentation and appearance • phone manner • interview skills • dealing with authority • assertiveness <p>Work skills</p> <ul style="list-style-type: none"> • job-specific training • ability to learn and continue learning • ability to reason • ability to problem-solve • ability to prioritise effectively
economic benefits	increased income for beneficiaries (enhanced economic well-being, self-sufficiency) savings for government	<p>increased earnings of beneficiaries</p> <p>number attaining economic stability 12 months after programme / contact with organisation; 2 years after programme / contact with organisation</p> <p>number of individuals moving off benefits (e.g. income support, housing benefit etc.) and into employment subsequent to completion of programme / contact with organisation (financial value of undrawn benefits)</p> <p>increase in tax revenues from jobs created</p> <p>local productivity growth</p> <p>beneficiaries report increased financial security</p>

§2 SUPPORT: 2. FOCUS OF SERVICES: 2.8 EDUCATION AND FAMILY

Areas of focus and potential indicators for organisations working with families and learning, including:

- a. education and activities
- b. parents
- c. child and youth needs and basic care
- d. marital and family support
- e. women and domestic abuse

FOCUS	ASPECT	POTENTIAL INDICATORS
§2-2.8 A. EDUCATION AND ACTIVITIES		
education	provision of traditional (academic) education services	number enrolled in education programme attendance at education programme pupil-hours of schooling delivered tangible educational gains (standards met, levels passed, qualifications) number reaching expected national standard for literacy and numeracy for their schooling level number reintroduced to mainstream schooling (having been excluded) number advancing (from one level of schooling to the next, finishing school) number enrolling in further education number establishing employment, career number of days absent from school (truanting) number of days excluded from school parent-teacher engagement (see §2-2.8 b. parents)
extracurricular programmes and activities	provision of extracurricular (non-conventional schooling) programmes and activities (e.g. arts, sports, community services)	number enrolled in programme attendance at programme improved behaviour (see §2-2.8 c. child and youth needs and basic care) improved academic achievement / performance on tests number reintroduced to mainstream schooling (having been excluded) number advancing (from one level of schooling to the next, finishing school) number enrolling in further education number establishing employment, career
youth offending	reduction in youth offending	contact with criminal justice system (crimes committed) severity of crimes committed numbers of crimes committed levels of anti- and pro-social behaviour

§2 SUPPORT: 2. FOCUS OF SERVICES: 2.8 EDUCATION AND FAMILY

FOCUS	ASPECT	POTENTIAL INDICATORS
		levels of involvement in gangs use of drugs and alcohol
understanding progress	self-reports of beneficiaries improved beneficiary well-being	improved attitudes and motivation decreased levels of anger / alienation improved self-worth / self-esteem feeling good about yourself improved relationships with family members (see §3 measures of well being)
§2-2.8 B. PARENTS		
childcare and support for parents	childcare programmes for parents (education, guidance, advice)	hours of childcare provided improved parental awareness (see §2-2.8 c. child and youth needs and basic care)
parental involvement	parental involvement in groups, education, activities for children	number of parents attending groups number contributing to groups, leading activities number of partnerships formed with parents (parents design and implement activities) number of parents on organisation's board parents report feeling confident that their contributions to parenting groups will be taken seriously by group leaders number of parents advocating for community support (see §1-2.7 advocacy)
families with children with special needs	advice for families with children with special needs programmes and activities for children with special needs respite for families, carers	number of consultations with families / advice given number of children with special needs entering programmes / activities respite provision for families (hours / days respite) parents report reduced stress from caring for child with special needs
§2-2.8 C. CHILD AND YOUTH NEEDS AND BASIC CARE (see also §3 MEASURES OF WELL BEING)		
basic care	ensuring safety	number of accidents (reduction) number of violent incidents at home (reduction) number of violent incidents outside the home (reduction)
	physical health	levels of child nutrition routine medical examinations observed measures of child health
	behaviour	levels of negative, challenging or inappropriate behaviour (frequency, duration,

§2 SUPPORT: 2. FOCUS OF SERVICES: 2.8 EDUCATION AND FAMILY

FOCUS	ASPECT	POTENTIAL INDICATORS
		intensity) number of non-age appropriate tantrums incidences of self-destructive or suicidal behaviour involvement in bullying (number of incidents) suffering from bullying (number of incidents) levels of disorganisation, inattentiveness (observed) uses positive methods to initiate interactions with others (observed) expresses needs in appropriate ways (observed) levels of self-care skills
	citizenship	youth offending, antisocial behaviour (see §2-2.8 a. education and activities , row: youth offending)
	supporting learning	school, attendance, development (see §2-2.8 a. education and activities)
	social networks	number of friends quality of friends (friends you can trust) feeling lonely or isolated number of relationships with key adults (role models)
	family relationships	parents and children report appropriate structures and boundaries in place parents and children report on the keeping of a routine parents and children report on meaningful use of time parents and children report on meeting of emotional needs parents and children report on how happy the home is parents and children report on feelings of control
	family stability	number of families in stable long term housing household income level of social integration (family reports feeling a part of the community, see §1-4.1 community quality of life measures)
§2-2.8 D. MARRITAL AND FAMILY SUPPORT		
marriage and family support (family breakdown)	marriage guidance and counselling relationship guidance and counselling	number of couples receiving counselling number (proportion) of families in crisis who resolve their issues (and identify support services as contributing factor) family members report satisfaction with support services

§2 SUPPORT: 2. FOCUS OF SERVICES: 2.8 EDUCATION AND FAMILY

FOCUS	ASPECT	POTENTIAL INDICATORS
§2-2.8 E. WOMEN AND DOMESTIC ABUSE		
women and families subject to domestic abuse	provision of support for women suffering domestic abuse	number of women accessing support number of incidences of domestic violence (change in number) level of violence (numbers of incidents resulting in GP consultations, visits to A&E, hospital stays) reported level of satisfaction with police response to domestic violence level of self-harming number of children on the Child Protection Register (change in number)
	provision of alternative housing for women suffering domestic abuse	number of women finding a place of safety in a women's refuge number of women who were previously in a violent domestic situation now living in a safe and stable environment (see §2-2.2 homes)

§3 Measures of Well Being

1. Measures of Well Being	45
1.1 Being Yourself	
1.2 Being Active	
1.3 Being Able	
1.4 Good Feelings	
1.5 Human Relationships	
1.6 Material Conditions	
1.7 Staying Well	

FOCUS	ASPECT	POTENTIAL INDICATORS
§3-1 MEASURES OF WELL BEING		
§3-1.1 being yourself	confidence, self-esteem	feeling confident having the confidence to express yourself bodily image and self-acceptance
	autonomy, agency, having a say	feeling able to make choices and decisions feeling able to take part in and influence decisions that affect you feeling able to access the information you need to make up your own mind about things feeling a sense of authenticity about your thoughts and behaviour feeling in control of your life
	motivation and taking responsibility	engaging in the idea of change; desire to change; belief that change is possible aspiration, initiative, sense of direction commitment, willingness to make changes beneficiary attendance, consistency, making and keeping appointments accepting responsibility for development seeing positive effects
§3-1.2 being active	meaningful use of time	engaging in activities and achievements addressing blocks to progress (e.g. learning, addiction) uptake of training, employment, activities feeling capable feeling useful deriving a sense of accomplishment
	work, volunteering	opportunities to engage in fulfilling work satisfaction with work, with capacity to work
	learning, training	opportunities for acquiring new information and skills
	other activities	identifying healthy activities you enjoy participation in physical activity (e.g. sports) participation in cultural activity (e.g. visiting museums, engaging with the arts) participation in hobbies, leisure interests
§3-1.3 being able	energy	having enough energy for everyday life

§3 MEASURES OF WELL BEING

FOCUS	ASPECT	POTENTIAL INDICATORS
		having a sense of vitality resilience
	thinking	being able to think clearly and concentrate being able to remember things
	competence	good functioning planning and organising literacy and numeracy dealing with problems well
	ability to learn	being interested in new things being willing to try new ways of doing things
§3-1.4 good feelings	psychological and emotional well-being	day to day feelings: <ul style="list-style-type: none"> • happy • relaxed • content • safe • positive feeling good about yourself feeling optimistic about the future negative feelings: <ul style="list-style-type: none"> • depression • anxiety • stress • anger, alienation • despair incidence of self-harm incidence of distressed behaviour, abusive behaviour incidence (maintenance) of improved behaviour making good choices
	satisfaction with life	how satisfied are you with your life? how would you rate your quality of life? how satisfied are you with yourself? how much do you enjoy life? how interested are you in life?

§3 MEASURES OF WELL BEING

FOCUS	ASPECT	POTENTIAL INDICATORS
		to what extent do you feel your life to be meaningful?
§3-1.5 human relationships	feeling connected to others	feeling that people care about you feeling close to other people feeling loved, trusted, understood and valued feeling lonely or socially isolated being interested in other people amount of time spent with other people
	social network	being in touch with family (how many family members, how often) being in touch with friends (how many friends, how often) personal / intimate relationships (having someone to be open with, to discuss intimate and personal matters with, sexual activity) difficult relationships (distress over contact with / lack of contact with particular family members, friends, former partners) relationship with addiction / offending community ability to meet people and make new friends relationship with support workers seeing someone (e.g. family, friends, support workers) once a week or more satisfaction with relationships with family, friends, support workers
	support from family, friends	availability of support in times of need (e.g. having people you can turn to when needing a lift, needing help when ill in bed, needing to borrow money etc.) family and friends supportive of life changes
	feeling part of the community	enjoying positive relations with others in the community (neighbours, local residents and workers) connections to local networks through use of community facilities, participation in local groups (community involvement) participation in non-local communities
§3-1.6 material conditions	money	having enough money to meet basic needs managing money (collecting benefits, budgeting, personal administration) levels of income, savings issues with debt feeling financially secure
	home	accommodation situation (nights spent unsheltered / homeless, in temporary

§3 MEASURES OF WELL BEING

FOCUS	ASPECT	POTENTIAL INDICATORS
		accommodation, in long term stable housing) stability of housing conditions of home environment (state of repair, well-adapted to needs) managing tenancy (issues with rent, opening post, dealing with forms, bills etc., relations with other residents) satisfaction with home
	local environment	satisfaction with local area, local facilities, transport, local activities access to greenspace, enjoyment of greenspace
	safety	feeling safe, secure feeling able to trust other people (neighbours, local people) perception of local crime level number of accidents number of violent incidents / exposure to crime number of GP visitations, admissions to A&E, hospital stays
§3-1.7 staying well	self-care and living skills	ability to perform daily living activities looking after yourself (keeping warm, fed, clean, safe) lifestyle choices (sleeping habits, exercise, smoking, diet) understanding the importance of self-care maintaining structure, routine level of independence
	health	satisfaction with state of health satisfaction with quality of health services (needs met) feeling that you are treated with dignity ability to manage symptoms (experience of pain and discomfort) ability to manage medication making healthy choices in line with treatment
	high risk behaviour	understanding triggers and choices issues with drugs, alcohol, addiction (drugs, alcohol, addiction problems) offending (criminal activity, antisocial behaviour)

§4 Conservation and the Environment

1. Focus of Activities 1.1 Conservation of Natural Spaces and Heritage 1.2 Sustainable Agriculture 1.3 Energy 1.4 Green Building 1.5 Sustainable Transport 1.6 Waste, Recycling, and Harmful Waste 1.7 Water 1.8 Advocacy 1.9 Environmental Research and Innovation	50
2. General Measures 2.1 Basic General Measures 2.2 Aspects of Environmental Management	56

§4 CONSERVATION AND THE ENVIRONMENT: 1. FOCUS OF ACTIVITIES

FOCUS	ASPECT	POTENTIAL INDICATORS
§4-1.1 CONSERVATION OF NATURAL SPACES AND HERITAGE		
conservation of natural spaces, heritage and biodiversity	conservation (restoration) of natural spaces, areas of natural beauty or special scientific interest transformation of derelict, uninspiring and wasted spaces conservation (restoration) of sites and areas of historic interest or heritage value	area of natural space (e.g. habitats, forests, water bodies, coastlines) conserved area of natural space restored or created (area of derelict or brownfield sites converted) number of trees planted number / area of heritage sites protected (restored)
	protection of wildlife, plant species	population numbers (changes) of wildlife / plant species number of species protected response from sector, special interest groups on value and effectiveness of conservation
	provision of environmental protection (from flooding, erosion, local air quality etc.)	air quality measures, diminished environmental risk
awareness, access and inclusiveness of natural space / heritage	public is aware of conserved space and that it can be used	awareness surveys distribution of information (publications, website hits, use of community resources to propagate word of mouth) number of pieces published in the media associated with the conserved space
	conserved spaces are meaningful, valued, relevant and understood conserved spaces are physically accessible (public transport access, disabled access) and financially accessible	number of visitors to conserved space cost of entry
	outreach (of awareness, access) is inclusive minority and disadvantaged groups make use of space	number of visitors from minority and disadvantaged groups number of special access / interest programmes
community feedback and involvement	visiting community can communicate their concerns, opinions, needs, issues, suggestions in relation to space visiting community can become involved	visitor feedback (volume, number of suggestions; changes implemented as a result of feedback) number of involvement groups / participative sessions held with community or visitor public
education and research	encourage learning links to schools, educational facilities running of educational programmes and activities	number of school visits to conserved space number of school children visiting conserved space number of educational programmes run (attendance)
	enhance public understanding of the benefits and importance of the environment and heritage	provision and distribution of information relating to the environment and heritage (number of leaflets distributed,

§4 CONSERVATION AND THE ENVIRONMENT: 1. FOCUS OF ACTIVITIES

FOCUS	ASPECT	POTENTIAL INDICATORS
	inform policy agenda on relevant environmental and heritage issues and enjoy political support	documents downloaded etc.) involvement in policy making (see §1-2.7 advocacy)
	enhance specialist knowledge	number of research documents published (sector / academic responses to research)
community benefits	use of conserved space for community purposes (e.g. events, walks, youth meetings, the arts) use of conservation area for social enterprise	number of community organisations using conserved space number of community events (e.g. walks, youth meetings, arts performances) taking place in conserved space (attendance) number of social enterprises using conserved space
	people engage with others as they use conserved area (build social networks) local people are involved (invest time and energy in creating and sustaining natural / heritage spaces) contribution to community health and regeneration: <ul style="list-style-type: none"> • time spent outdoors • health benefits • regeneration of area, sustainable development • reflection of local culture and heritage 	number of local people participating levels of volunteering increased social capital (see §1-4.1 community quality of life measures)
local economic benefits	boost to local business through visitors (tourism) boost to employment boost to local property and land values	value of local spending by visitors to conservation area number of local jobs created number of local training opportunities, volunteering opportunities created increase in property values, land values
	conservation area attracts investment into the area from a range of public and private sources	public investment into the area (where conserved space identified as a contributing factor in investment decision) value and number of new local businesses (where conserved space identified as a contributing factor in location decision)
§4-1.2 SUSTAINABLE AGRICULTURE		
sustainable agriculture	organic farming	volume of organic produce area of land farmed sustainably associated reductions in greenhouse gas emissions and environmental damage (reductions in use of fertiliser, mitigation of soil erosion etc.)
	locally grown food	availability of farmer's markets

§4 CONSERVATION AND THE ENVIRONMENT: 1. FOCUS OF ACTIVITIES

FOCUS	ASPECT	POTENTIAL INDICATORS
		availability of locally sourced food in shops
§4-1.3 ENERGY		
renewable energy generation	energy generation	MWh of renewable energy generated reduction in CO ₂ emissions sale of Certified Emissions Reductions (CERs) retirement of Certified Emissions Reductions (CERs) lifetime greenhouse gas emissions (of project, installation, product)
energy efficiency	energy consumption	use of energy from renewable sources amount (proportion) of renewable energy used
	energy savings	amount of energy saved through efficiency improvements policies and initiatives introduced to improve energy efficiency related reductions in greenhouse gas emissions
research and development	new renewable energy innovations	number of publications number and impact of innovations developed
§4-1.4 GREEN BUILDING		
construction and renovation of buildings with an environmental purpose	construction renovation	number of units built / renovated to high environmental standards value and built area of units built / renovated to environmental standards BREEAM (or other e.g. LEED, Passivhaus) accreditation related reductions in CO ₂ emissions lifetime greenhouse gas emissions (of project, building)
core environmental focus areas for green buildings	design and construction phase <ul style="list-style-type: none"> • monitor and reduce CO₂ emissions and energy consumption relating to site activities and transport to and from site • implement best practice with respect to air pollution (dust), water pollution • use of responsibly-sourced and environmentally-sustainable construction materials • re-use of existing building structure or facade • external hard landscaping to meet specifications of green 	reductions in CO ₂ emissions, pollution, consumption, waste

FOCUS	ASPECT	POTENTIAL INDICATORS
	guide <ul style="list-style-type: none"> • life cycle costing of building (LCC analysis) • construction waste diverted from landfill (re-used, recycled) 	
	health and well-being <ul style="list-style-type: none"> • provision of daylighting, natural ventilation, views, minimised microbial contamination 	percentage of building daylit, naturally ventilated
	energy reduction of CO ₂ emissions and increased energy efficiency achieved through environmentally-aware use of: <ul style="list-style-type: none"> • passive design strategies • insulation • building services • IT equipment • low to zero carbon technologies (photovoltaic cells, wind generation, ground source heat pumps etc.) 	reduction in energy use and related CO ₂ emissions
	transport <ul style="list-style-type: none"> • consideration of transport options including public transport, cycling and pedestrian access, restricted parking facilities 	increase in use of sustainable transport
	water <ul style="list-style-type: none"> • due consideration of water consumption, water metering, leaks, water recycling 	volume of water consumed, recycled
	waste <ul style="list-style-type: none"> • provision for recycling 	volume of waste produced, recycled (proportion)
	land <ul style="list-style-type: none"> • re-use of previously developed land • awareness of the ecological value of land, mitigation of ecological impact, enhancement of site ecology and biodiversity 	area of brownfield or previously contaminated land reused populations of species of plants / animals conserved
	pollution <ul style="list-style-type: none"> • minimise building-related pollution (substances, light, noise) 	pollution levels
	use <ul style="list-style-type: none"> • building user guide provided to users on sustainable building management 	building performance in use

§4 CONSERVATION AND THE ENVIRONMENT: 1. FOCUS OF ACTIVITIES

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FOCUS	ASPECT	POTENTIAL INDICATORS
§4-1.5 SUSTAINABLE TRANSPORT		
sustainable transport	provision of sustainable transport alternatives (e.g. electric vehicle, car pool) encouraging use of sustainable transport	uptake of sustainable transport alternative increase in number of people walking, cycling, using public transport reduction in levels of road congestion reduction in levels of unsustainable company travel (air miles, car miles) related reduction in CO ₂ emissions
§4-1.6 WASTE, RECYCLING, AND HARMFUL WASTE		
general waste and recycling	production and recycling of general waste	waste <ul style="list-style-type: none"> • percent recycled • percent re-used • percent donated • amount (tonnes) to landfill change in amount of waste going to landfill (reduction)
	consumption of materials	materials <ul style="list-style-type: none"> • amount of materials used • proportion of input materials from recycled / re-used sources
harmful waste, pollution	production and treatment of harmful waste	greenhouse gas emissions (reductions); mass and type SO, NO, PM etc., ozone depletors toxic and chemical emissions to water, soil (reductions); volume and type hazardous waste, spills (prevention) initiatives on mitigation volume of harmful waste responsibly disposed of (remediation of environmental damage from pollution) impact on locality (measures of local pollution levels and consequences)
§4-1.7 WATER		
water	water use and efficiency	volume of water consumed volume of water recycled volume of rainwater harvested

§4 CONSERVATION AND THE ENVIRONMENT: 1. FOCUS OF ACTIVITIES

FOCUS	ASPECT	POTENTIAL INDICATORS
	wastewater	<p>volume of water saved through efficiency schemes</p> <p>volume of wastewater discharged to sewer or other water bodies (if applicable)</p> <p>impact on locality (measures of local pollution levels and consequences)</p>
§4-1.8 ADVOCACY		
leverage political support	<p>feed information from organisation's activities up to policy making bodies, lobbying</p> <p>participation in research commissioned by relevant bodies, writing of guidance documents</p> <p>involvement with policy making, policy review</p> <p>foster working agreements</p>	<p>changes in policy (measures passed related to programme goals or development, changes in regulations)</p> <p>number of contributions to policy documents, guidance documents</p> <p>references to organisation in policy statements, resolutions</p> <p>number of strategic partnerships formed</p>
increase public awareness, education and support	<p>provision of information on efficient resource use, environmentally-friendly practices and alternatives, environmental issues</p> <p>increase media presence</p> <p>garner high profile support (public support of issue from elected officials and well-known individuals)</p> <p>raise awareness among public and external agencies (with an aim to shift attitudes)</p> <p>leverage additional resources (offers of funding, offers of non-financial inputs)</p>	<p>distribution of information (numbers of publications, website hits, downloads, calls to hotline, use of community resources to propagate word of mouth)</p> <p>number of pieces published in the media associated with the organisation's work</p> <p>number of people directly exposed to events, campaigns, environmental message</p> <p>value of funding leveraged</p> <p>value of non-financial inputs leveraged</p> <p>people report a positive attitude toward issue</p>
increase public participation	organisation of meetings, events, opportunities for public participation and engagement	number of people participating
§4-1.9 ENVIRONMENTAL RESEARCH AND INNOVATION		
research and innovation	pursue environmental science research	<p>number of scientific papers published</p> <p>number of new innovations tested</p> <p>number of new innovations brought to market</p>

§4 CONSERVATION AND THE ENVIRONMENT: 2. GENERAL MEASURES

Basic general measures and guidelines for environmental management for all organisations concerned with the environmental performance of their operations (irrespective of mission or focus).

§4-2.1 BASIC GENERAL MEASURES	
basic general measures	<p>management has environmental policy (policy implementation includes environmental monitoring, reporting and review)</p> <p>good environmental practice for the office:</p> <ul style="list-style-type: none"> • switch off lights, IT equipment etc. when not in use • active recycling of office waste, electronic waste (e-waste), office furniture and equipment • purchase of recycled goods (office supplies, equipment, furniture) • waste and consumption reduction measures • green transport (provision of bike racks, public transport options, consideration of greener transport options for business travel etc.) • office and facilities buildings incorporate natural lighting, good thermal insulation, energy efficient windows, efficient appliances • organisation shows knowledge and awareness of environmental issues (has relevant skills, training)
§4-2.2 ASPECTS OF ENVIRONMENTAL MANAGEMENT	
sound environmental management	<p>policy</p> <ul style="list-style-type: none"> • the existence of an environmental policy and commitment to it • details of strategy and action plan • process for policy review
	<p>management</p> <ul style="list-style-type: none"> • clear responsibility (environmental manager or integrated environmental considerations in management systems)
	<p>targets and initiatives</p> <ul style="list-style-type: none"> • systems for monitoring environmental performance • targets set • targets reviewed (ongoing progress) • new initiatives introduced
	<p>performance</p> <ul style="list-style-type: none"> • gross environmental impact (emissions, water, biodiversity etc.) through direct consumption, consumption of energy (proportion from renewable sources), related transport, purchased goods and services • assessment of performance history (absolute impact rising or falling) • assessment of intensity (impact in relation to total income for period) • engagement in emissions trading (e.g. sale, purchase, retirement of carbon credits) • external audit, verification, assurance standards
	<p>planning</p> <ul style="list-style-type: none"> • long-term investment in improving environmental performance • identification of future environmental risks and regulatory changes

	<p>communication</p> <ul style="list-style-type: none">• staff awareness and staff training on environmental policy• internal reporting and communication relating to environmental management• external reporting on environmental policy and performance (annual report, environmental report)• engagement with third parties and policy makers on environmental matters
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§5 Responsible Management

1. Responsible Management

- 1.1 Terms of Employment
- 1.2 Health and Safety
- 1.3 Training and Education
- 1.4 Diversity and Equal Opportunity
- 1.5 Employee Relations
- 1.6 Volunteers
- 1.7 Environmental Management
- 1.8 Quality Assurance
- 1.9 Ownership

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§5 RESPONSIBLE MANAGEMENT

Aspects of responsible management (for consideration of all organisations).

FOCUS	ASPECT
§5-1.1 terms of employment	wage and wage ratios <ul style="list-style-type: none"> • wage compared to local minimum wage • wage equity (ratio of highest to lowest wage in company) • wage growth employee turnover employee benefits (provision for sick leave, maternity leave, holidays, pension etc.) number of full-time employees, part-time employees
§5-1.2 health and safety	accidents and injury rates hours of health and safety instruction
§5-1.3 training and education	hours of training and education provided development of knowledge, skills, qualifications of workforce
§5-1.4 diversity and equal opportunity	fair hiring policy composition of workforce with regard to women, ethnic minorities composition of governance bodies with respect to women, ethnic minorities wage ratios with respect to women, ethnic minorities
§5-1.5 employee relations	open transparent processes feedback systems and democratic review between frontline staff and managers formal complaint procedure opportunities for collective bargaining
§5-1.6 volunteers	volunteer policy / guidance for volunteers volunteer manager process for volunteer review
§5-1.7 environmental management	environmental policy environmental monitoring (see §4-2 general measures)
§5-1.8 quality assurance	PQASSO quality mark, ISO9001 accreditation, ISO14001 accreditation compliance with other quality assurance standards / accreditation
§5-1.9 ownership	opportunities for employee ownership ownership democratic, participative (use of cooperative structure)