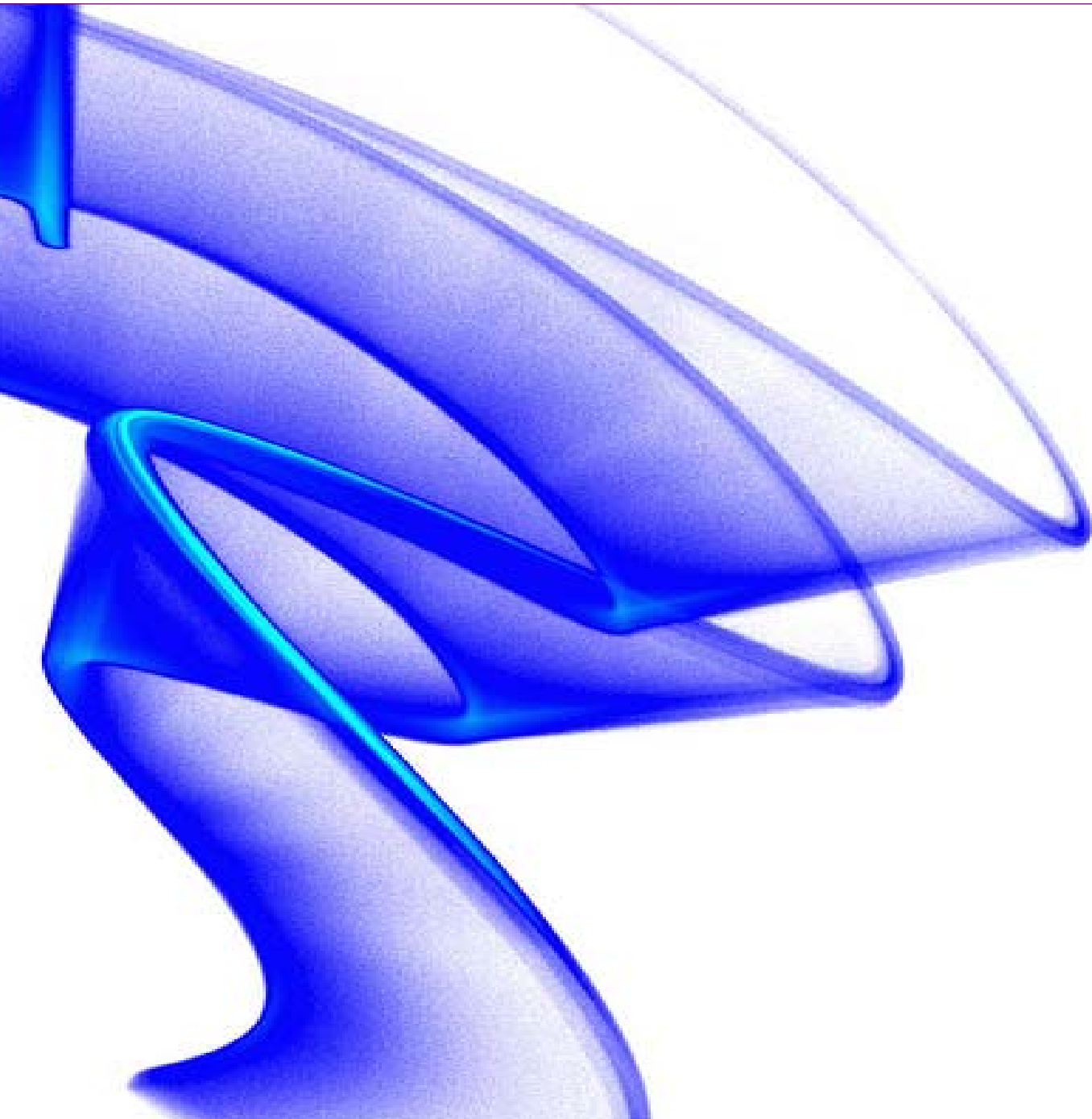


## **Outcome and Outcome Indicator Banks**

### **Availability and Use**

By Avan Wadia and Diana Parkinson for  
Charities Evaluation Services

January 2011



## Background to this guide

Charities Evaluation Services' National Performance Programme has commissioned this work from Avan Wadia and Diana Parkinson. The National Performance Programme is funded by Capacitybuilders' National Support Services programme and is led by Charities Evaluation Services (CES) in partnership with Acevo, the LGBT Consortium, nef (the new economics foundation), New Philanthropy Capital and Voice4Change England.

Improving Support is an initiative led by Capacitybuilders that brings together practical resources and learning to strengthen support services for the third sector.

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### Definitions used in this report

**Outcomes** are the changes, benefits, learning or other effects that happen as a result of services and activities provided by an organisation or project.

**Outcome indicators** are well defined pieces of information that can be assessed or measured to show whether outcomes have been achieved.

**Outcome banks / Outcome indicator banks** contain resources which allow organisations to draw upon outcomes or indicators relevant to their work.

## 1. Introduction

In 2007 Homeless Link researched the use of shared outcomes measurement systems within housing and homelessness organisations.<sup>1</sup> In the same year, the new economics foundation (nef) published a think piece discussing the feasibility of sharing outcomes across the third sector.<sup>2</sup>

Both research reports found that organisations were struggling to identify and measure the outcomes of their work. nef concluded that ‘indicator banks have the potential to help improve this situation by bringing together a range of methods already used to demonstrate outcomes in accessible locations’. nef’s research had found that many of those interviewed felt they shared common ground with other organisations in terms of the outcomes they set out to achieve; indeed many were already networking, discussing and sharing information on outcomes and outcome indicators.

nef also suggested that developing shared outcome indicators could enhance the effectiveness of both funders and the organisations they support by providing common measures, allowing better comparison between different projects.

However, access to outcome and outcome indicator banks should not be seen as a substitute for the process that organisations need to go through when planning, monitoring and evaluating their own work. It is vital that organisations identify and assess outcomes that are truly relevant to their work, not simply taken from elsewhere. Identifying outcomes often involves consultation with staff, volunteers and service users, and this helps to embed an outcomes focus in organisations.

This research explores four questions:

- *What outcome and outcome indicator banks exist and how are they being used?*
- *What were the drivers behind the development of these banks?*
- *What direction might these banks take in the future?*
- *What else is under development that could be used as an outcome or outcome indicator bank?*

The study involved desk research to look for relevant developments both in the UK and in other countries. This was supplemented by interviews with people involved in developing outcome and outcome indicator banks.

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<sup>1</sup> Homeless Link (2007) *The use of outcomes measurement systems within housing and homelessness organisations*

<sup>2</sup> nef (2007) *Banking on outcomes for the Third Sector: Useful? Possible? Feasible?*

The main body of the report describes the 15 banks identified and, where possible, describes:

- what it is and who it is relevant for
- how it was developed
- how it works and how it is being used
- what it can offer voluntary and community organisations
- what plans there are to develop it further
- where it can be found.

This is followed by information on work in progress as well as details of where to find other resources relevant to the development and use of outcome and outcome indicators.

There is a table in appendix 1 that cross-references all the outcome and outcome indicator banks listed in this report by sector or area of service provision.

## 2. Resources included in this report

	Name	Description	Developer
1	<a href="#"><u>Outcome Indicators Project</u></a>	Outcomes and indicators across 14 areas of social change	The Urban Institute and the Centre for What Works
2	<a href="#"><u>SROI Project Database</u></a>	Indicator and financial proxy database for use in measuring social impact	SROI Project – Consortium led by Forth Sector Development
3	<a href="#"><u>FRIENDS' Menu of outcomes and indicators</u></a>	An online menu for services working with children, parents and families	FRIENDS National Resource Center for Community-Based Child Abuse Prevention
4	<a href="#"><u>Indicators of Integration framework</u></a>	A framework for those working with refugees to measure progress made towards integration	Queen Margaret University, Edinburgh
5	<a href="#"><u>LEAP for Health framework</u></a>	A framework for those working in community health settings	NHS Health Scotland
6	<a href="#"><u>The Greenspace LEAP framework</u></a>	A framework providing guidance and tools for those involved in greenspace activity	Greenspace Scotland
7	<a href="#"><u>Mental Health Improvement: Evidence and practice</u></a>	A document with outcome indicators relating to mental health and quality of life	Scottish Development Centre for Mental Health
8	<a href="#"><u>Outcome Framework for Mental Health Services</u></a>	Outcomes and indicators for organisations working with people with mental health issues	National Social Inclusion Programme

9	<a href="#">Recommended Carer Outcomes and Indicators</a>	A document outlining outcomes and indicators for services working with carers	National Carers Organisations in Scotland
10	<a href="#">NAVCA Performance Standards</a>	Outcomes for local infrastructure organisations	NAVCA (National Association for Voluntary and Community Action)
11	<a href="#">ASCOT</a>	Adult Social Care Outcomes Toolkit	Personal Social Services Research Unit
12	<a href="#">Charities Evaluation Services' case examples</a>	15 case examples for a variety of organisations, giving brief descriptions of services, aims, objectives, outcomes and indicators	Charities Evaluation Services
13	<a href="#">Outcomes Stars</a>	A set of assessment tools which cover a range of outcome areas	Triangle Consulting
14	<a href="#">Local Well-being: Can we measure it?</a>	A report containing indicators that enable organisations to assess the well-being of local people	new economics foundation
15	<a href="#">Report on Research into Evaluating Community-based and Voluntary Activity in Northern Ireland</a>	A report which includes a framework of indicators to help organisations measure the social capital of voluntary and community-based activity	Community Evaluation Northern Ireland

## 2.1 General banks

### 2.1.1 Outcome Indicators Project

The Outcome Indicators Project is an online resource developed by the Urban Institute<sup>3</sup> and the Centre for What Works<sup>4</sup>. Based on extensive research, the Project

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<sup>3</sup> The Urban Institute is a centre for research, evaluation, support and promotion which aims to improve social, civic, and economic well-being. It is based in the US but works in over 28 other countries.

provides a series of charts with outcomes and indicators for organisations working in the following 14 fields:

- adult education and family literacy
- advocacy
- affordable housing
- assisted living
- business assistance
- community organising
- emergency shelter
- employment training
- health risk reduction
- performing arts
- prisoner re-entry
- transitional housing
- youth mentoring
- youth tutoring.

The charts include both intermediate and end outcomes, notes explaining why indicators have been chosen and suggested data collection strategies. Although the language is unfamiliar at times, the method is simple to follow. The outcome sequence charts are not intended to be comprehensive, but rather to identify key outcomes and associated indicators that have met the selection criteria and been vetted by experts in the field. The charts can be downloaded as Word or Excel documents.

Two further resources from the same organisations are of interest:

- **Impact Measurement Framework** – an interactive tool enabling users to create their own framework based on the outcomes and indicators found in the Outcome Indicators Project. Users can print (although not download) the Impact Measurement Framework that they have created
- **Nonprofit Taxonomy of Outcomes** – a paper suggesting outcome indicators at participant, programme, organisation and community levels.

The Urban Institute plans to develop the Outcome Indicators Project further by expanding the range of fields it covers. Ultimately, its aim is to create a benchmarking portal for the third sector in the US.

The outcome indicator charts can be downloaded from:

[www.urban.org/center/cnp/projects/outcomeindicators.cfm](http://www.urban.org/center/cnp/projects/outcomeindicators.cfm)

The Impact Measurement Framework can be accessed at:

<http://portal.whatworks.org/welcome.aspx>

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<sup>4</sup> The Center for What Works describes itself as ‘a nonprofit dedicated to building performance measurement capacity and developing a common language for the social sector to benchmark results, learn and improve’. It is based in the US.

## 2.1.2 SROI Project Database

The SROI Project is a Scottish Government funded programme designed to develop, promote and support the use of Social Return on Investment across the third sector in Scotland. The work is being undertaken by a consortium of organisations. The Scottish Government and The Office of the Third Sector (OTS) recognise that demonstrating added social, economic and environmental value is important for third sector organisations, their funders, investors and commissioners and is becoming increasingly important for the public and private sectors. The Scottish Government and the OTS have therefore funded complimentary programmes to develop and disseminate SROI.

An indicator bank has been developed by the SROI Project and is an indicator and financial proxy database for use in measuring social impact using Social Return on Investment. This database should be used in association with the [Guide to SROI](#).

More information and the indicator bank can be found at:

<http://www.sroiproject.org.uk/sroi-database.aspx>

## 2.2 Sector-specific banks

### 2.2.1 FRIENDS menu of outcomes and indicators

This is an online bank focused exclusively on work with children, parents and families. It is intended to support work in areas such as family support, post-adoption and child abuse. The menu is organised both by domain and protective factors:

Domain	<ul style="list-style-type: none"> <li>• Child and family health outcomes</li> <li>• Parenting skills outcomes</li> <li>• Child development outcomes</li> <li>• Family relationship outcomes</li> <li>• Formal and informal support outcomes.</li> </ul>
Protective factors	<ul style="list-style-type: none"> <li>• Parental resilience</li> <li>• Concrete support for parents</li> <li>• Social connections outcomes</li> <li>• Nurturing and attachment outcomes</li> <li>• Knowledge of parenting and child and youth development.</li> </ul>

The menu is supported by a Logic Model Builder, an online resource that takes users through a series of steps to build their own framework of outcomes and indicators. It lists relevant data collection tools, most of which are clinically validated. Each tool has information on what it includes, cost and where to access it.

The FRIENDS National Resource Center for Community-based Child Abuse Protection developed the Menu, and co-developed the *Logic Model Builder* with the Child Welfare Information Gateway.<sup>5</sup>

The menu of outcomes and outcome indicators can be accessed at: [www.friendsnrc.org/evaluation-toolkit/menu-of-outcomes-and-indicators](http://www.friendsnrc.org/evaluation-toolkit/menu-of-outcomes-and-indicators)

The Logic Model Builder can be accessed at: <http://toolkit.childwelfare.gov/toolkit/>

### 2.2.2 Indicators of Integration framework

Commissioned by the Home Office, and written by Queen Margaret University, Edinburgh in 2003, this framework was written to help local organisations and policy makers to plan, monitor and evaluate refugee integration services.

The framework divides the concept of refugee integration into ten distinct but interrelated domains:

- |                  |                                   |
|------------------|-----------------------------------|
| • employment     | • social bonds                    |
| • housing        | • social links                    |
| • education      | • language and cultural knowledge |
| • health         | • safety and stability            |
| • social bridges | • rights and citizenship.         |

Under each domain, the framework suggests a series of indicators which can be used to assess progress towards integration at an individual or group level, either quantitatively or qualitatively.

Third sector organisations working with refugees may find the domains and the practice level indicators under each domain useful when thinking about their outcomes and indicators. Each list of indicators is followed by some suggested data sources which might also be useful references for organisations. However, the domains express outcome areas, so organisations using the framework will need to identify and define specific outcomes within those domains.

The framework is on pages 12–23: [www.homeoffice.gov.uk/rds/pdfs04/dpr28.pdf](http://www.homeoffice.gov.uk/rds/pdfs04/dpr28.pdf)

### 2.2.3 LEAP for Health framework

Learning, Evaluation and Planning (LEAP) for Health is a framework for the NHS, and voluntary organisations involved in promoting health and well-being in community settings. These settings might include community projects, primary care, clinical practice, health promotion and public health. The framework aims to help people plan and evaluate their work.

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<sup>5</sup> For more information see: [www.childwelfare.gov/index.cfm](http://www.childwelfare.gov/index.cfm)

Developed by NHS Health Scotland with the assistance of a range of Scottish health organisations, the framework focuses on three main 'purposes' which are identified as the core aims of community health and well-being:

- healthy people
- strong communities
- quality of community life.

Example outcomes and outcome indicators are provided under each purpose.

The framework is designed to be adapted to fit a range of different circumstances. It identifies key activities, and provides guidance and tools for those looking to plan, monitor and evaluate their work.

The framework can be accessed on pages 32–44:

[www.healthscotland.com/uploads/documents/LEAP\\_for\\_health.pdf](http://www.healthscotland.com/uploads/documents/LEAP_for_health.pdf)

#### **2.2.4 Greenspace LEAP framework**

Greenspace is a term used to describe protected land or water on which development has been set aside indefinitely. The Greenspace LEAP<sup>6</sup> framework is part of handbook providing guidance and tools for those wanting to plan, monitor and evaluate Greenspace activity. The handbook is designed for anyone involved in Greenspace activity, whether specialist or not.

Developed by Greenspace Scotland, their partners and the Scottish Community Development Centre, the framework can be used for planning and evaluation at local, project, strategic or partnership levels. The framework provides prompts to help project or community workers to work with stakeholders at a local level to discuss and agree what they hope to achieve, how they will go about it and how they will evaluate their work.

The Greenspace LEAP framework is built around three core 'purposes': places, people and impact. Each purpose is then divided into 'dimensions' that are essential to the achievement of the purpose. For example, the 'places' purpose is divided into the following dimensions:

- Greenspaces are welcoming.
- Greenspaces are accessible.
- Greenspaces are fit for purpose.
- Greenspaces link to other strategies.

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<sup>6</sup> Learning, evaluation and planning

In turn, each dimension can be divided into 'elements', which are at the level needed for detailed planning and evaluation. Example outcome indicators are given for each element.

The framework can be downloaded for free from:

[www.greenspacescotland.org.uk/default.asp?page=195](http://www.greenspacescotland.org.uk/default.asp?page=195)

### **2.2.5 Mental Health Improvement: Evidence and practice**

*Measuring Success*, Guide 2 of a series of guides<sup>7</sup> commissioned by Health Scotland, includes a list of indicators relating to mental health and quality of life. The guides are intended as a resource for organisations working directly with people with mental health problems, both specifically and as part of their general work. *Measuring Success* relates to areas of activity that are central to the responsibilities and interests of Community Planning Partnerships, Community Health Partnerships and multi-agency service planning groups for children and young people and for adults of all ages.

This is essentially a guide to developing indicators for mental health and mental illness. It includes some example indicators within case examples so the reader will have to search quite carefully to locate them. Section five in particular focuses on the difference between indicators for mental health and those for mental illness. Section six covers indicators for community development and includes indicators relating to quality of life and social capital.

Available to download from:

[www.evaluationsupportscotland.org.uk/downloads/Guide2Measuringsuccess.pdf](http://www.evaluationsupportscotland.org.uk/downloads/Guide2Measuringsuccess.pdf)

### **2.2.6 Outcome Indicators Framework for Mental Health Services**

This framework aims to help commissioners and service providers to monitor, evaluate and measure the effectiveness of services for working-age adults with mental health problems. The framework was initially designed to be used in mental health day services but has been broadened to apply to mental health services in general, particularly those which aim to support service users to become more socially included.

The framework provides a set of outcomes and outcome indicators relating to:

- community participation
- social networks
- employment
- education and training

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<sup>7</sup> The Mental Health Improvement: Evidence and practice evaluation guides – available from the Health Scotland's website: [www.healthscotland.com](http://www.healthscotland.com)

- physical health
- mental well-being
- independent living
- personalisation and choice (social and health care).

The framework presents intended outcomes for each theme together with outcome indicators. The author suggests that services add their own outcomes and indicators to these.

The framework was developed with national and regional statutory indicators in mind. It also provides some outcomes and outcome indicators relating to user satisfaction, involvement and diversity. The document contains information on data collection and on NHS contracting arrangements, the regulation of national standards and targets and a summary of key Public Service Agreement (PSA) targets<sup>8</sup> which the refocusing of mental health services can contribute to.

The framework is a development of an older resource which was created specifically for day services in 2007.<sup>9</sup> The more recent framework has been produced as part of the National Social Inclusion Programme's work on the modernisation of day services and on the areas of life in which exclusion occurs. The Outcomes Framework for Mental Health Day Services was piloted with five mental health service provider organisations and feedback sought from 22 commissioners.

Two data collection tools have been developed by organisations to capture and collate outcomes which map against the framework.<sup>10</sup>

The framework and accompanying guidance offer a clear, relevant and accessible menu of outcomes and outcome indicators for mental health service providers. However, the document itself does not lend itself to easy adaptation as it is in PDF format.

Available to download from:

[www.socialinclusion.org.uk/publications/Broadened\\_Social\\_Inclusion\\_Outcomes\\_Framework.pdf](http://www.socialinclusion.org.uk/publications/Broadened_Social_Inclusion_Outcomes_Framework.pdf)

## 2.2.7 Recommended Carer Outcomes and Indicators

This set of outcomes and indicators for carers was developed by The National Carers Organisations in Scotland. The outcomes and indicators it covers have been selected to cut across different government policy agendas and to support local authorities and community planning partnerships to improve performance on a range of measures.

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<sup>8</sup> PSA targets have since been scrapped by the UK Government.

<sup>9</sup> For more information, see: [www.socialinclusion.org.uk/publications/DSdoccover1.pdf](http://www.socialinclusion.org.uk/publications/DSdoccover1.pdf)

<sup>10</sup> The tools can be downloaded from:  
[www.socialinclusion.org.uk/home/index.php?subid=50#whatsnew65](http://www.socialinclusion.org.uk/home/index.php?subid=50#whatsnew65)

The document focuses on outcomes and indicators for voluntary and statutory services working with adult and young carers. The outcomes for carers are based on the ones contained in the Community Care Outcomes Framework (CCOF), which is being promoted to health, social care and housing partnerships in Scotland as the gold standard for improving services.

The Recommended Carer Outcomes and Indicators are designed for use at a local level and provide a set of outcomes relating to an overarching theme that 'carers will feel supported and better able to continue their caring role'. It includes indicators that relate to the Scottish Government's NHS HEAT targets<sup>11</sup> and its Menu of Local Outcome Indicators for community care.

The outcomes and indicators are presented in a table which outlines five outcomes under the overarching theme of 'carers will feel supported and better able to continue their caring role'. Each outcome has a set of indicators attached to it along with a list of data sources.

The resource is of particular relevance to third sector organisations in Scotland who are required to report on work delivered in partnership with local government or other statutory providers. Outcomes and indicators are shown as quality standards and do not demonstrate change.

The outcomes and indicators can be downloaded from:

[www.carersnet.org/docs/other/PositiveOutcomes.pdf](http://www.carersnet.org/docs/other/PositiveOutcomes.pdf)

## **2.2.8 NAVCA Performance Standards**

The Performance Standards for Local Support and Development Organisations have been developed by the National Association of Voluntary and Community Action (NAVCA) to enable local voluntary and community sector infrastructure organisations to assess their effectiveness. They were developed in 2006, after consultation with the NAVCA membership.

The Performance Standards cover NAVCA's definition of the five core functions of local infrastructure organisations (development, support, liaison, representation and strategic partnership work) and offer a series of key outcomes in each area.

Working to NAVCA's Performance Standards is intended to help local infrastructure organisations to demonstrate how they are playing a part in achieving these national outcomes.

The Standards can be downloaded as a word document which users can consult to identify outcomes for their own work. The NAVCA Performance Standards are also used to assess organisations applying for the NAVCA Quality Award. The Standards are therefore used by NAVCA members in preparing for the Award, as well as others

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<sup>11</sup> These are NHS targets relating to health improvement, efficiency, access and treatment.

who have used them to develop their monitoring and evaluation or assist their business planning.

NAVCA reports that they are currently reworking some of the outcomes and the Standards to simplify the language used. From January 2010, NAVCA's Quality Award will be open to all members<sup>12</sup> and NAVCA anticipates this will lead to a huge increase in the use of the Standards.

The Standards can be downloaded from: [www.navca.org.uk/services/quality](http://www.navca.org.uk/services/quality)

### **2.2.9 ASCOT - Adult Social Care Outcomes Toolkit**

ASCOT is an indicator bank and toolkit from Personal Social Services Research Unit. The ASCOT measure is designed to capture information about an individual's social care-related quality of life (SCRQOL). The measure is designed to be applicable across as wide a range of user groups and care and support settings as possible.

The aim was to identify indicators to ensure measures are sensitive to outcomes of social care.

Using the current version of ASCOT, outcomes can be measured in a number of ways:

- as changes over time in 'current' SCRQOL
- as the difference between 'current' SCRQOL and 'expected SCRQOL in the absence of the service' (SCRQOL gain)
- as predicted SCRQOL gain using current SCRQOL and indirect indicators of expected SCRQOL.

A number of instruments for measuring these in different settings are available on the website, using both direct and indirect indicators.

For more information see: <http://www.pssru.ac.uk/ascot/>

## **2.3 Other sources of outcomes and outcome indicators**

### **2.3.1 Charities Evaluation Services' Case Examples**

This set of 15 case studies describes the aims, objectives, outcomes, outputs and indicators of a range of different organisations. Numbers in brackets below refer to the numbers used by CES for each case study on its website.

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<sup>12</sup> Currently only NAVCA members supporting at least five local organisations are eligible to apply for the Award.

The case examples are relevant for a wide range of voluntary and community organisations and cover:

- A local Bangladeshi association (01)
- An organisation seeking to develop the capacity of local BME organisations (02)
- A local support group for Latin American women (03)
- An organisation campaigning to reduce alcohol misuse (04)
- A project working with young people at risk of homelessness (05)
- A project seeking to help disabled refugees into employment (06)
- A network of clubs providing access to sports for people with disabilities (07)
- A local women's centre (08)
- A community advice centre (09)
- A project to develop an organisation's volunteer capacity (10)
- A local development project to improve the quality of life for excluded communities (11)
- A local Council for Voluntary Service (12)
- A Local Strategic Partnership in a deprived area (13)
- A project to improve attainment among Afro-Caribbean children in schools (14)
- A rural regeneration project (15).

Each case example is introduced with background information on the organisation. The case example then shows the aims and objectives of the organisation or project set out in the CES Planning Triangle. Outcomes, outputs and their respective indicators are then identified for some of the aims and objectives.

The case examples do not provide comprehensive sets of outcomes and outcome indicators but offer examples of these, covering a range of different areas. A variety of organisations can use them to help plan their projects and as a guide to identifying their own outcomes and indicators.

The case examples can be viewed and downloaded as a PDF from:

[www.ces-vol.org.uk/caseexamples](http://www.ces-vol.org.uk/caseexamples)

### **2.3.2 Outcomes Stars**

The Outcomes Stars are assessment tools which enable organisations to monitor their service users' progress in a range of outcome areas. The Outcomes Stars are relevant for organisations providing intensive support to service users with a range of needs.

Outcomes Stars have been developed for a variety of services; versions currently available include:

<ul style="list-style-type: none"> <li>• Alcohol star</li> <li>• Community Star</li> <li>• Family Star</li> <li>• Homeslessness Star</li> <li>• Mental Health Recovery Star</li> </ul>	<ul style="list-style-type: none"> <li>• Older Person's Star</li> <li>• Teen Star</li> <li>• Well-being Star</li> <li>• Work Star</li> </ul>
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Each Star specifies a number of outcome areas against which there is a list of statements which break down the journey of change that users are likely to follow as they progress towards achieving that outcome. These statements could be used as outcome indicators.

The original version of the Outcomes Star was developed by Triangle Consulting in 2004 for St Mungo's. After this, Triangle Consulting developed and adapted it for use by a number of other service providers.

Outcomes Stars are generally used to support intensive work with clients. Supported by a key-worker, clients are asked to identify where they feel they are on a scale for each outcome area. Their scores can be plotted onto the service user's Star. The process is repeated at regular intervals. The data can then be used to track the progress of individual service users, to measure the outcomes achieved by a whole project or organisation and even to benchmark with a national average for similar projects and client groups.

The Stars are widely used by organisations, particularly within the homelessness and mental health sectors where they are promoted and supported by the sector bodies Homeless Link and the Mental Health Providers Forum respectively. The homelessness version was downloaded 7,000 times in the first year after publication. In 2008, Homeless Link carried out a survey of homelessness agencies in England which found that one in five was using the Star.

As a source of outcomes and outcome indicators, the Stars offer a defined set of outcome areas for different client groups, accompanied by statements which clarify service users' positions in each outcome area. They come with guidance notes and a free IT-based system.

There are currently a number of new Stars under development. These include:

- Music Therapy Star
- Sexual Health Star
- Empowerment Star – for domestic violence services
- Learning Disability Star.

The Outcomes Stars are free to use and can be downloaded from:

[www.outcomesstar.org.uk/star-versions/](http://www.outcomesstar.org.uk/star-versions/)

### 2.3.3 Local Well-being: Can we measure it?

Published in 2008, this is a report which discusses the role of policy making and service provision with regard to enhancing people's well-being. It includes a suggested measurement framework which aims to support local authorities and their partners to meet the aims of their Sustainable Community Strategy and Local Area Agreement.

Produced by nef in 2008 with the support of the Audit Commission, the report recommends a three-tiered approach for measuring well-being:

- universal level
- domain level
- targeted level.

It then suggests indicators that could be used to assess people's well-being at each of these levels and links these to the Government's National Indicators Set. The report includes an example framework for measuring well-being at domain level.

The report presents the framework through discussion of its key elements. As such, the reader would need to extract relevant indicators which could be used to assess change in people's well-being.

The report provides organisations with some well-researched indicators which would enable them to assess change in well-being. It also includes appropriate national indicators which would help them to link their work to national priorities.

The report can be accessed at:

[www.neweconomics.org/publications/local-well-being-can-we-measure-it](http://www.neweconomics.org/publications/local-well-being-can-we-measure-it)

### 2.3.4 Report on Research into Evaluating Community-based and Voluntary Activity in Northern Ireland

This is a report which discusses how organisations can measure the social capital of voluntary and community-based activity and presents a set of indicators to support them in this.

The framework is relevant to third sector organisations and funders who are working to build sustainable communities by developing active citizenship and social partnership. Third sector organisations can use the suggested indicators to help them measure and demonstrate the added value of their work.

The framework identifies three components of social capital:

- **Bonding** – where social capital is taken to refer to the internal cohesion or connectedness within a community.

- **Bridging** – which refers to the levels and nature of contact and engagement between different communities.
- **Linking** – which represents the engagement and relations between community and voluntary organisations and resource agencies and policy makers.

Each component is then broken down into a set of outcomes and outcome indicators with suggested evidence given for each indicator.

The Department for Social Development commissioned Community Evaluation Northern Ireland (CENI) to develop a framework that would summarise the added value of third sector activity. This involved:

- Desk research to capture the literature on evaluating the third sector
- Initial consultation with a set of public agencies that provided funding for the third sector to refine the model, resulting in the production of an interim report and draft table of indicators
- Further consultation with representatives of the sector and other interested individuals
- Testing the model in a practical setting by drawing up case studies with four organisations from the sector.

The report also includes a series of tables; Table 1 presents a framework of Social Capital Outcomes which lists the three components of social capital, along with their associated outcomes. A set of detailed tables then break down these three components into their outcomes, outcome indicators and suggested evidence for each indicator.

A toolkit has also been developed to help translate these indicators into practical questions to help measure parts of the sector's activity. The questions are designed to be considered at the start of a project and agreed between the funder and the project staff. The indicators and proposed question base provide a starting point for third sector organisations in building up evidence of social capital.

The outcomes, indicators and questions provide a menu for selection depending on the circumstances of each project or organisation. They offer organisations a way to demonstrate the changes their work can bring about in community capacity and cohesion.

The report can be accessed at:

[www.dsdni.gov.uk/research\\_evaluating\\_community\\_rpt.pdf](http://www.dsdni.gov.uk/research_evaluating_community_rpt.pdf)

The toolkit can be accessed at:

[www.dsdni.gov.uk/toolkit\\_to\\_measure\\_the\\_added\\_value\\_of\\_voluntary\\_and\\_community\\_base\\_activity.doc](http://www.dsdni.gov.uk/toolkit_to_measure_the_added_value_of_voluntary_and_community_base_activity.doc)

### 3. Resources under development

Our research has also identified an interesting development; the Department of Health is developing a new outcomes framework that will make it easier for the NHS and local authorities to work together on what is needed locally. The framework is developed around a set of outcomes covering the range of health and social care services. More information can be found at:

[www.info.doh.gov.uk/consult/commismetrics.nsf](http://www.info.doh.gov.uk/consult/commismetrics.nsf)

### 4. Other resources

Other resources connected to the development of outcome and outcome indicators may be of interest:

#### 4.1.1 Developing Community-wide Outcome Indicators for Specific Services

This is a guide produced by The Urban Institute (which developed the Outcomes Indicator Project described in [section 2.1.1](#)). It describes how local community funders and service providers can work together to develop a common set of indicators on which providers could then collect data on, for their own use and to provide to funders. It can be found at: [www.urban.org/publications/310813.html](http://www.urban.org/publications/310813.html)

#### 4.1.2 Tools for Improving Impact

NCVO's Strategy and Impact Team have put together a list of tools to enable organisations to demonstrate the impact of their work. This can be found at: <http://www.ncvo-vol.org.uk/strategy-impact/learn/tools-and-techniques/tools-for-demonstrating-impact>

#### 4.1.3 Tools for You

As part of the National Performance Programme, nef published *Tools for You*, a guide to 20 commonly used quality and social impact frameworks. This includes tools and systems which use indicator models. It provides a useful summary and introduction, and signposts to further information. It can be found at: <http://www.neweconomics.org/publications/tools-you>

#### 4.1.4 Charities Evaluation Services Resources Guide

CES has an online resource guide to over 100 online and published books, tools, discussion papers and factsheets on all aspects of evaluation. <http://www.ces-vol.org.uk/resourceguide>

#### 4.1.5 The Every Child Matters Outcomes Framework

The publication of *Every Child Matters: Change for Children* in 2004 set out the national framework for children and young people's services. Subsequently, a revised ECM Outcomes Framework was launched in April 2008. The Every Child Matters (ECM) Outcomes Framework set out the former Government's approach to the well-being of children and young people from birth to age 19. The framework was widely

used by relevant statutory commissioners and voluntary sector organisations providing services for children, young people and families.

While the new Government and the Department of Education no longer uses the framework, it is still used by some local commissioners and voluntary sector organisations.

The framework contains five key outcome areas:

- be healthy
- stay safe
- enjoy and achieve
- make a positive contribution
- achieve economic well-being.

The five key outcome areas are each broken down into smaller outcome areas. For example, 'be healthy' is broken down into:

- physically healthy
- mentally and emotionally healthy
- sexually healthy
- healthy lifestyles
- choose not to take illegal drugs.

For some organisations using the framework is a mandatory requirement, based on funding agreements. Others find using the ECM outcomes can be a helpful way of considering their organisation's outcomes.

For more information see:

<http://www.dcsf.gov.uk/childrensplan/downloads/ECM%20outcomes%20framework.pdf>

## 5. Conclusion

This research found 15 outcome and outcome indicator banks that cover 28 sectors or areas of service provision:

- |   |                                  |
|---|----------------------------------|
| • arts                                      | • individual progression         |
| • alcohol and drugs                         | • infrastructure                 |
| • campaigning / awareness-raising           | • mental health / mental illness |
| • carers                                    | • mentoring                      |
| • children and families                     | • older people                   |
| • community development                     | • prisoners / resettlement       |
| • disability                                | • refugees                       |
| • education                                 | • sexual health                  |
| • employment                                | • social capital                 |
| • domestic violence                         | • social exclusion               |
| • environment / conservation / regeneration | • volunteering                   |
| • health education                          | • well-being                     |
| • housing / homelessness                    | • women                          |
| • impact                                    | • youth work.                    |

This is summarised in the table in [Appendix 1](#), which shows the different sectors or areas of provision that each bank covers. Mapping the available banks against their relevant sectors has shown that there are a number of sectors for which no banks or sources of outcomes or outcome indicators appear to be readily available. In particular, this research did not find any banks or sources of outcomes or outcome indicators that would be relevant for organisations whose work relates to:

- |                             |                          |
|-----------------------------|--------------------------|
| • advice provision          | • human rights/equality  |
| • animal protection         | • religious activity     |
| • conflict resolution       | • research               |
| • international development | • science and technology |
| • hospices                  | • sports and recreation. |

In addition, over half of the sectors covered have only one bank or source of outcomes or outcome indicators available. This research therefore found that what is on offer is far more limited than it might appear.

The banks identified by this research have emerged from a variety of sectors in response to particular needs. The American outcomes and outcome indicator banks have been developed by organisations working in the field of monitoring and evaluation rather than by front-line organisations. There is much that the UK third sector can learn, particularly from the Outcome Indicator Project, in terms of developing evidence-based banks that have been thoroughly tested and reviewed.

Both American outcomes banks are also interesting in the way in which they allow users to create their own sets of outcomes and outcome indicators. While the development of many of the UK-based outcome banks has involved consultation, the end products are sets of outcomes and outcome indicators from which users select those relevant to their work. Their development has largely been driven by the need to enable organisations to report more effectively to funders rather than by a desire to help organisations improve their effectiveness, and some resources have been developed as reporting tools rather than 'banks' that organisations can readily use as a resource. Other less funding-driven resources, such as Charities Evaluation Services' case examples, do not provide full sets of outcomes and outcome indicators.

The research found that the banks varied greatly in terms of their format, content and the amount of guidance they provide. In particular, the research found considerable difference in how the terms 'outcomes' and 'outcome indicators' were being defined and used. This could be confusing, particularly for organisations who are new to the area of monitoring and evaluation. The resources that most closely match the 'banks' this research was looking for are ones that have been developed in the United States, although these had some potential difficulties for UK organisations in terms of language used and fit.

The research found a number of useful resources for third sector organisations. However, it is important that organisations do not see these banks as a shortcut to identifying the outcomes and indicators that fit their work and the specific needs of their service users. We would urge organisations to use these banks primarily as a reference point, helpful for generating ideas, when clarifying and developing their own outcomes and outcome indicators.

It is hoped this research will stimulate a more strategic approach in the UK to the development of outcome and outcome indicator banks. The following recommendations suggest some ways to help achieve this.

## 6. Recommendations

- A web-based interactive resource could be developed, based on the table in [Appendix 1](#) and the information contained in this report. This would enable organisations to find and make use of existing outcome and outcome indicator banks. The resource would need to be reviewed periodically so that new banks could be added to the resource. It would also be helpful if guidance were provided to support organisations in using these banks.
- Work could be undertaken to address the gaps that have been identified in sectors and areas of service provision covered by the existing banks. For example, organisations working in areas where there do not appear to be any available banks could be invited to share information on outcomes and outcome indicators that might be of help to others.
- Finally, a programme of work could be undertaken to build a resource similar to the Outcome Indicator Project which would offer an accessible, user-friendly means for organisations to develop their outcomes and outcome indicators.

## 7. Appendix 1: Banks sorted by sector or area of service provision

Sector/service provision	Name of relevant bank(s)		
Adult education/family literacy	<a href="#"><u>The Outcome Indicators Project</u></a>		
Alcohol and drugs	<a href="#"><u>Charities Evaluation Services' Case Example 4</u></a>	<a href="#"><u>The Alcohol Outcomes Star</u></a>	
Arts	<a href="#"><u>The Outcome Indicators Project</u></a>		
BME communities	<a href="#"><u>Charities Evaluation Services' Case Examples 1, 2, 3, 11 &amp; 14</u></a>		
Campaigning/awareness-raising	<a href="#"><u>Charities Evaluation Services' Case Example 4</u></a>	<a href="#"><u>The Outcome Indicators Project</u></a>	
Carers	<a href="#"><u>Recommended Carer Outcomes and Indicators</u></a>		
Children and families	<a href="#"><u>FRIENDS' Menu of outcomes and indicators</u></a>	<a href="#"><u>The Family Outcomes Star</u></a>	
Community development	<a href="#"><u>The Outcome Indicators Project</u></a>		

Sector/service provision	Name of relevant bank(s)		
Disability	<a href="#">Charities Evaluation Services' Case Examples 6 &amp; 7</a>	<a href="#">The Outcome Indicators Project</a>	
Education	<a href="#">The Outcome Indicators Project</a>		
Employment	<a href="#">The Outcome Indicators Project</a>	<a href="#">The Work Outcomes Star</a>	
Domestic violence	<a href="#">The Empowerment Outcomes Star</a>		
Environment/conservation/ regeneration	<a href="#">Charities Evaluation Services' Case Example 15</a>		
Individual progression	<a href="#">The Outcome Indicators Project</a>		
Health education	<a href="#">The Outcome Indicators Project</a>		
Housing/homelessness	<a href="#">The Outcome Indicators Project</a>	<a href="#">Charities Evaluation Services' Case Example 15</a>	<a href="#">The Homelessness Outcomes Star</a>

Sector/service provision	Name of relevant bank(s)			
Impact	<a href="#"><u>Toolkit to Measure the Added Value of Voluntary and Community Based Activity</u></a>	<a href="#"><u>Charities Evaluation Services' Case Example 13</u></a>	<a href="#"><u>The Outcome Indicators Project</u></a>	
Infrastructure	<a href="#"><u>NAVCA Performance Standards</u></a>	<a href="#"><u>Charities Evaluation Services' Case Examples 2 &amp; 12</u></a>	<a href="#"><u>The Outcome Indicators Project</u></a>	
Mental health/mental illness	<a href="#"><u>Outcome Indicators Framework for Mental Health Services</u></a>	<a href="#"><u>Mental Health Improvement: Evidence and Practice</u></a>	<a href="#"><u>Mental Health Recovery Outcomes Star</u></a>	
Mentoring	<a href="#"><u>The Outcome Indicators Project</u></a>			
Older people	<a href="#"><u>The Outcome Indicators Project</u></a>	<a href="#"><u>The Older Person's Outcomes Star</u></a>		
Prisoners/resettlement	<a href="#"><u>The Outcome Indicators Project</u></a>			
Refugees	<a href="#"><u>Charities Evaluation Services' Case Examples 6 &amp; 11</u></a>	<a href="#"><u>Indicators of Integration framework</u></a>		

Sector/service provision	Name of relevant bank(s)			
Sexual health	<a href="#">The Sexual Health Outcomes Star</a>			
Social Capital	<a href="#">Local Well-being: Can we measure it?</a>	<a href="#">Toolkit to Measure The Added Value of Voluntary and Community Based Activity</a>	<a href="#">Research into Evaluating Community-based Voluntary Activity in Northern Ireland</a>	
Social exclusion	<a href="#">Charities Evaluation Services' Case Example 11</a>			
Volunteering	<a href="#">Charities Evaluation Services' Case Example 10</a>			
Well-being	<a href="#">LEAP for Health framework</a>	<a href="#">Local Well-being: Can we measure it?</a>	<a href="#">The Well-being Outcomes Star</a>	
Women	<a href="#">Charities Evaluation Services' Case Examples 3 &amp; 8</a>			
Young people	<a href="#">The Outcome Indicators Project</a>	<a href="#">FRIENDS' Menu of outcomes and indicators</a>	<a href="#">The Teen Outcomes Star</a>	<a href="#">Charities Evaluation Services' Case Example 14</a>



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