Impact Assessment Tool - v.1

Completing the tool should take between **30 - 45 minutes.**

This does not include any time that might be needed to gather information or contact colleagues to be able to answer the questions asked.

Purpose
The purpose of this tool is to consider the wide range of possible impacts that a proposed project/policy could have on the environment. Completing this assessment as early as possible
will help shape a project or policy into a strong proposal by highlighting positive areas and areas for improvement.

Guidance on completing this tool

| Project Details | Please provide information on the project, aims and responsible officer. |

| Assessment | This tab asks questions on 10 environmental criteria. |

The first three questions of each criterion are multiple choice - please select the correct answer from the drop down options.
Please add your justifications for your answers in the free text box at the end of each section. This helps with the review process and provides a track record as the project develops.
For each criterion there are notes on the right hand side with more information on what to consider and guidance on the type of impact that might be positive or negative.
Don't worry if you feel you are repeating yourself when answering the questions. There are some activities (e.g. reducing the distance travelled) which will be relevant under many of the criteria.
You will not need to input any figures into this spreadsheet. Instead it relies on your judgement about the environmental impacts of your project. You will need to justify your answers.

| Dashboard | This tab will automatically be filled in based on the answers to the Assessment tab. You do not need to add anything to this tab. |

| YOUR RESULTS | This tab will automatically be filled in based on the answers in the Assessment tab. The responses can be checked by the climate and biodiversity team who will, if necessary, make recommendation to improve. |

Once completed, you can use the output of this tool to complete the climate and ecological implications sections of our project management forms and reports.
You should append a copy of your completed spreadsheet with your report.
If you need any support in using this tool please email climateaction@southandvale.gov.uk.

Many thanks to West Oxfordshire District Council for sharing their impact assessment tool with officers at South Oxfordshire and Vale of White Horse District Councils, which has provided the basis
for this version of the tool.

Summary

The purpose of the Impact Assessment Tool is to consider the wide range of possible impacts that a proposed project/policy could have on the environment.

Completing this assessment as early as possible will help shape a project or policy into a strong proposal by highlighting positive areas and areas for improvement.

Use of this tool will also help ensure projects and policies are meeting Council commitments to climate as well as other council priorities.

Please complete the following before moving to the **Assessment** tab

What is being assessed:

Corporate risk regsiter review at Joint Audit and Governance committee

What type of proposal is being assessed?

Overarching programme or strategy

Service

Finance

Name of officer

Yvonne Cutler Greaves

Date

05/02/24

Aims, objectives, anticipated outcomes of project

The Joint audit and governance committee undertake a half yearly progress review of corporate risk regsiter as outlined in risk management strategy.

ENVIRONMENTAL IMPACTS

Please answer all **ten** sections on this page. There are **3 questions (a-c) for each section**. More information and example impacts are detailed in the notes on the right.

1. Greenhouse Gases

How will the proposals impact the levels of greenhouse gas emissions released? Consider:
• Any increase or decrease in energy use (liquid fuel, electricity, gas, water)
• Any increase or decrease in travel time or length by vehicles with a combustion engine (petrol/diesel)
• Any change in land use will have an impact on greenhouse gas emissions which needs to be considered
• Some parts of the proposals may increase greenhouse emissions while other parts reduce it so please select the overall net impact

For Part B, think about the 'deliverables' of your project. Will greenhouse emissions continue to be released as a result of your project/policy's activities once you have delivered the project aims?
Please select from the drop down options

a. Please specify the impact your project will have on greenhouse gas emissions:
No net change

b. Will this impact last beyond the delivery phase of the project?
No

c. Will this have an impact beyond the intended location of the policy/project?
No

d. Please explain why you have selected the above answers/detail expected impacts:
A report on corporate risks

2. Air Pollution

How will the proposals impact the level of pollutants in the air? Consider:
• Outdoor air pollution (e.g. exhaust fumes, particles from brake and tyre erosion, burning wood or coal, and industrial activity)
• Indoor air quality (e.g mould, damp, gases/chemicals from building materials, emissions from cooking, fuel use and heating stoves)

Please select from the drop down options
a. Please specify the impact your project will have on air pollution:
No net change

b. Will this impact last beyond the delivery phase of the project?
No

c. Will this impact air quality beyond the intended delivery location of the project?
No

d. Please explain why you have selected the above answers/detail expected impacts:
A report on corporate risks

3. Sustainable Transport

How will the proposals support a transition from unsustainable transport (such as private petrol or diesel cars) to sustainable alternatives? Consider:
• Active travel (e.g. walking, scooting, and cycling)
• Public transport (e.g. buses and trains)
• Electric vehicles
• Provision of vehicles and infrastructure (e.g. charging points, bike racks, cycle lanes, pedestrian crossings)
Please select from the drop down options
a. Please specify the impact your project will have on sustainable transport:
No net change

b. Will this impact last beyond the delivery phase of the project?
No

c. Will this impact sustainable transport beyond the delivery location of the project?
No

d. Please explain why you have selected the above answers/ detail expected impacts:
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4. Land Use Change

How will the proposals change the current landscape and how it is used/maintained? Consider:
• Flood risk and managing water
• The amount of carbon stored in the soil
• Changes to surface permeability (e.g. non-permeable concrete or tarmac surfaces versus permeable gravel or paving)
• Changes in land use (e.g. grassland to agriculture or new developments)
• Green infrastructure (e.g. trees, retention ponds for flood management)

Please select from the drop down options
a. Please specify the impact your project will have on land use change:
No net change

b. Will this impact last beyond the delivery phase of the project?

c. Will this impact land use beyond the delivery location of the project?
No

d. Please explain why you have selected the above answers/ detail expected impacts:
A report on corporate risks

5. Biodiversity

How will the proposals impact plants, animals, fungi and microorganisms in the district? Consider:
• Direct impacts - change to a habitat, building, or piece of land
• Indirect impacts - noise or light pollution, litter or rubbish, water run-off from roads or fields
• Particular species
Please select from the drop down options
a. Please specify the impact your project will have on biodiversity:
No net change

b. Will this impact last beyond the delivery phase of the project?
No

c. Will this impact biodiversity beyond the intended delivery location of the project?
No

d. Please explain why you have selected the above answers/ detail expected impacts:
A report on corporate risks

Need help?
What are greenhouse gases?
The greenhouse gases are (a) Carbon Dioxide, which is released when fossil fuels (coal, gas, oil) are burnt, e.g. to heat homes or drive vehicles; (b) Methane, which is primarily released by livestock and waste processes (landfill, incineration, treating water); (c) Nitrous Oxide, which primarily comes from fertilisers for agriculture; and (d) Fluorinated Gases, which are produced by industrial refrigeration and air-conditioning processes. High levels of these gases have led to the greenhouse effect, causing average temperatures to rise and the climate to change.

Does your project relate to or involve any of the following?

Likely to reduce greenhouse gas emissions	Likely to increase greenhouse gas emissions
• Improving insulation in buildings	• Construction
• Replacing gas/oil boilers with air-source heat pumps	• Road closures with detours increase travel time
• Encouraging public transport, walking, cycling	• Temporary relocation of a service (if further away)
• Reducing the amount of waste produced	• Increase in energy use of a building
• Reducing use of petrol or diesel vehicles	• Replacing grassland/woodland with agriculture or development
• Planting trees or hedgerows	• Industrial refrigeration or air conditioning
• Proactive greenhosue gas reduction in whole construction process	• Procurement of products or food from overseas

If there are some elements of the proposal that will increase emissions and some which will reduce emissions, consider the net impact and explain your reasoning in the comments in box (d).

Need help?
Air quality refers to the level of pollutants in the air, such as particulate matter, carbon monoxide, ozone, nitrogen dioxide and sulphur dioxide. As traffic is the main cause of air pollution in the UK, particular consideration should be given to whether the proposals will increase the length or number of car journeys, either permanently or temporarily. Air quality significantly impacts people's life and lifespan. In the UK, between 28,000 and 36,000 deaths a year are attributed to exposure to air pollution. Reducing pollution to improve air quality can save lives, protect our NHS, and improve our communities.

Does your project relate to or involve any of the following?

Likely to reduce air pollutants	Likely to increase air pollutants
• Removing log burners from homes	• Road closures that increase standing traffic (idling)
• Reducing use of petrol and diesel vehicles	• New industrial or construction sites
• Encouraging public transport, walking, cycling	• Increasing the number of vehicles on roads
• Improving ventilation in buildings	• Increasing the distance travelled by vehicles

Need help?
This factor is about whether this project or policy will support a transition from unsustainable transport to sustainable alternatives. It can also include preparing for future changes in travel such as locating services within a 15-minute walking or cycling radius or adding wiring for EV chargers in new-builds. Consider how people will get to and from a given location, or how goods/products will be transported.

Do the proposals relate to or involve any of the following?

Likely to encourage sustainable transport	Likely to discourage sustainable transport
• Moving services closer to communities	• Reducing bus services
• Moving services closer to other services	• New petrol or diesel fleet vehicles
• Increasing public transport options	• Increasing car parking spaces
• Locating bus stops near services	• Unsafe cycle paths or footpaths
• Improving cycling and walking infrastructure	• Holding events in places unaccessible by public transport
• Clear signposting and crossings	• Importing goods and products from overseas
• Installing bike racks	
• Installing electric vehicle charging points	
• Enabling working from home	

Need help?
What do we mean by land use change?
Land use change is the process where human activities change the size and/or purpose of a piece of land, including how the land is managed. Key impacts are: water quality; availability of water resources; management of flood risk; storage of carbon in soil; habitats for species; and availability of green open space for communities. Considerations include changes to surface permeability (e.g. non-permeable concrete or tarmac surfaces versus permeable gravel or paving), changes in land use (e.g. grassland to agriculture or new developments), and green infrastructure (e.g. trees, retention ponds for flood management). Consider whether the change in land use or management is permanent or reversible when selecting the level of impact.

Do the proposals relate to or involve any of the following?

Land use change likely to have positive impacts	Land use change likely to have negative impacts
• Tree planting	• Covering soil or grass with tarmac or concrete
• Sustainable Drainage Systems	• Building on greenfield sites
• Removing concrete or tarmac to expose soil	• Removing woodland
• Increasing grassland	
• Balancing ponds or retention bonds	

Need help?
What do we mean by biodiversity?
Biodiversity relies on a range of habitats (e.g. woodland, grassland, ponds, living walls, green roofs, gardens), so protecting and improving the quality of these is key.
It also involves protecting key species (e.g. doing bat surveys before approving a project or event), and soil and waterway health (e.g. low levels of pollutants).

Do the proposals relate to or involve any of the following?

Likely to have positive impacts on biodiversity	Likely to have negative impacts on biodiversity
• Wildflower meadows	• Increasing noise or artificial light levels
• Adding bird/bat boxes or creating ponds	• Outdoor events in the short term
• Litter picking	• Increasing fertiliser, pesticide or other chemical use
• Creating hedgerows or planting trees	• Reducing green space
• Creation of other green spaces	• Interrupting a wildlife corridor
• Recording or monitoring species	• Increasing vehicle traffic levels
	• Increase in litter

6. Soil and Waterway Health

How will the proposals affect the health of soil and waterways? Consider:
• The use of fertilisers and pesticides in farming or land management
• Use of manure and risk of animal waste running off into waterways
• Sewage discharges or surface run-off during floods and heavy rain
• Leaks or spills from construction
Any project involving a change in land-use type or management practices should consider the impact on nitrate/phosphate levels.
Please select from the drop down options

a. Please specify the impact your project will have on contaminants:

b. Will this impact last beyond the delivery phase of the project?

c. Will this impact soil or waterway health beyond the delivery location of the project?

d. Please explain why you have selected the above answers/ detail expected impacts:

7. Climate Change Adaptation

How will the proposals impact our ability to withstand future climate change impacts, such as heat waves, cold, droughts, flooding, and water shortages. Consider:
• Physical infrastructure (e.g. flood defences, shading)
• Natural measures (e.g. green roofs, reforestation)
• Financial support (e.g. for housing retrofit)
• Behaviour change (e.g. conserving water, using less energy)
Please select from the drop down options

a. Please specify the impact your project will have on adaptation to climate change:
No net change

b. Will this impact last beyond the delivery phase of the project?
No

c. Will this impact adaptation beyond the delivery location of the project?
No

d. Please explain why you have selected the above answers/ detail expected impacts:
A report on corporate risks

8. Energy Use

What impact will proposals have on the total amount of energy needed? This includes energy needed to heat homes and buildings, and to power machinery, appliances or equipment. Consider:
• Building design to reduce energy use (e.g. insulation, shading, natural light)
• Energy efficiency (e.g. energy rating of appliances, LEDs, switching to heat pumps)
• Shorter in-use hours (e.g. scheduled heating, motion sensors for lighting)
• Behaviour changes (e.g. turning off lights, computers, taps)
Please select from the drop down options

a. Please specify the impact your project will have on energy use:
No net change

b. Will this impact last beyond the delivery phase of the project?
No

c. Will this impact energy use beyond the delivery location of the project?
No

d. Does this project use fossil fuels (e.g. gas, oil, coal) or renewables (e.g. wind, solar)?

e. Please explain why you have selected the above answers/ detail expected impacts:
A report on corporate risks

9. Sustainable Materials

How do the proposals ensure resources are being sourced, used, and disposed of in the most sustainable way? Consider whether:
• Materials come from a sustainable, renewable source
• Materials have low levels of associated CO2, known as embodied carbon
• Materials have a low impact when disposed of
• Proposals will ensure that the minimum amount of resources needed are used
Please select from the drop down options
a. Please specify whether the project will use resources in the most sustainable way:
No net change/business as usual

b. Will this impact last beyond the delivery phase of the project?
No

c. Will this impact sustainable material use beyond the delivery location?
No

d. Please explain why you have selected the above answers/ detail expected impacts:
A report on corporate risks

10. Waste

How will the proposals impact the quantity of waste produced by activities in the district? Waste includes food, water, household waste, electrical items, and waste from industry or construction. Projects should consider what materials or products will be used and how these will be disposed of.

Consider the waste hierarchy:
• Prevent waste (e.g. buy only what you need, buy long-lasting and modular products, repair)
• Re-use (e.g. donate, hire/lease, refurbish, refill and share)
• Recycle (e.g. sort waste well, avoid buying or using non-recyclable products)
Please select from the drop down options
a. Please specify the impact your project will have on waste:
No net change

b. Will this impact last beyond the delivery phase of the project?
No

c. Will this impact waste beyond the delivery location of the project?
No

d. Please explain why you have selected the above answers/ detail expected impacts:
A report on corporate risks

Thank you for completing this section.

Need help?
What is soil and waterway health?
Healthy soil and water depends on the correct concentration of nutrients, such as nitrates and phosphates. In a balanced system, nitrates and phosphates enrich the soil and the health of life which grows from or in it but many human activities unbalance the system by changing concentrations. This causes problems for plant growth and water retention in soil, harms aquatic life, can reduce crop yield and increase flood risk.

Do the proposals relate to or involve any of the following?

Likely to have positive impacts	Likely to have negative impacts
• Decrease use of fertilisers or pesticides	• Increasing use of fertilisers or pesticides
• Trees, hedgerows and grasslands (filter pollutants and protect soils)	• Non-permeable surfaces (e.g. tarmac) increase run-off
• Sustainable draining practices	• Use of astro-turf
• Reducing sewage discharges into rivers	• Increasing the amount of animal waste in rivers
• Increasing permeable surfaces	• Construction

Need help?
What does climate change adaptation mean?
Adaptation is about improving our resilience and ability to withstand future climate change impacts. A project or policy can also encourage maladaptation if it does not consider future climate impacts or increases future risk of climate impacts (e.g. a new highly-glazed, energy intensive building risks occupants overheating, or building on flood plains).

Do the proposals relate to or involve any of the following?

Likely to increase adaptation	Likely to increase maladaptation
• Flood defences and water management	• Homes designed without consideration of overheating
• Artificial and natural shading	• Homes which are difficult to keep warm in extreme cold
• Natural flood management (e.g. sustainable drainage systems)	• Infrastructure on flood plains
• Insulating buildings	• Removal of natural cooling (e.g. shading trees)
• Retrofitting homes	• Using materials which absorb heat (e.g. concrete and asphalt)
• Awareness campaigns	
• Creation of refuges for wildlife	

Need help?
This is about the total amount of energy needed and used to power our lives. Reducing our energy demand is an important step towards meeting our climate targets. Where possible, replacing fossil fuel use with renewable sources of energy generation should be prioritised.

Do the proposals relate to or involve any of the following?

Likely to reduce energy use	Likely to increase energy use
• Installing low-energy LED lighting	• Opening a new service
• Behaviour change e.g. switching off equipment	• Bringing an unused building back into use
• Renewable energy generation (e.g. solar)	• Extending service opening hours
• Improving insulation in buildings	• New machinery
• Equipment with high energy efficiency ratings	• Increasing room temperatures
	• Increasing disance travelled

Need help?
What is sustainable resource use?
Sustainable materials is about the use of materials which are sourced, used and disposed of in a way which does not have a lasting impact on the environment.
• Renewable sources include recycled or natural materials that are grown or produced in a responsible way.
• Embodied carbon covers emissions from transport (long distances increase emissions) and manufacture.
• Low impact materials can be deconstructed (modular), reused and/or recycled.

Do the proposals relate to or involve any of the following?

Likely to be more sustainable	Likely to be less sustainable
• Leasing or renting an item if only using once	• Single-use products/non-recyclable products
• FSC-certified wood products	• Hazardous materials that will go to landfill
• Sustainably produced materials	• Materials made of fossil fuels, such as plastic
• Recyclable products	• Products manufactured and transported from overseas
• Travelled shorter distances	• Construction
• Re-using materials or products	• Temporary fixtures/installations
• Avoiding single use items	

Need help?
What is meant by waste?
Waste is about the quantity of waste produced by activities in the district. The aim is to decrease the total amount of waste being produced by following the principles of the waste hierarchy:
• Prevent waste (e.g. only buy and use what you need, buy long-lasting and modular products, repair)
• Re-use (e.g. donate, hire/lease, refurbish, refill, and share)
• Recycle (e.g. sort waste well, avoid non-recyclable products).
After recycling, other forms of recovery (e.g. incineration, anaerobic digestion and industrial composting) should be prioritised to reduce the amount of waste going to landfill. Waste includes food, water, household waste, electrical items, and waste from industry or construction.

Does your project relate to any of the following?

Likely to reduce waste	Likely to increase waste
• Leasing or renting an item if only using once	• Buying single use products
• Improved recycling services or bin provision	• Demolishing a building (unless rubble is re-used)
• Repair cafes or workshops	• New housing development
• Composting green waste	
• Reusing items or materials for future projects or passing on to other organisations for reuse	

Resources

Check if something is recyclable: www.recyclenow.com
Information on compostable packaging: https://wrap.org.uk/resources/guide/compostable-plastic-packaging-guidance
Compostable certifications to look for: https://www.bpf.co.uk/topics/Standards_for_compostability.aspx

Report: Corporate risk regsiter review at Joint Audit and Governance committee
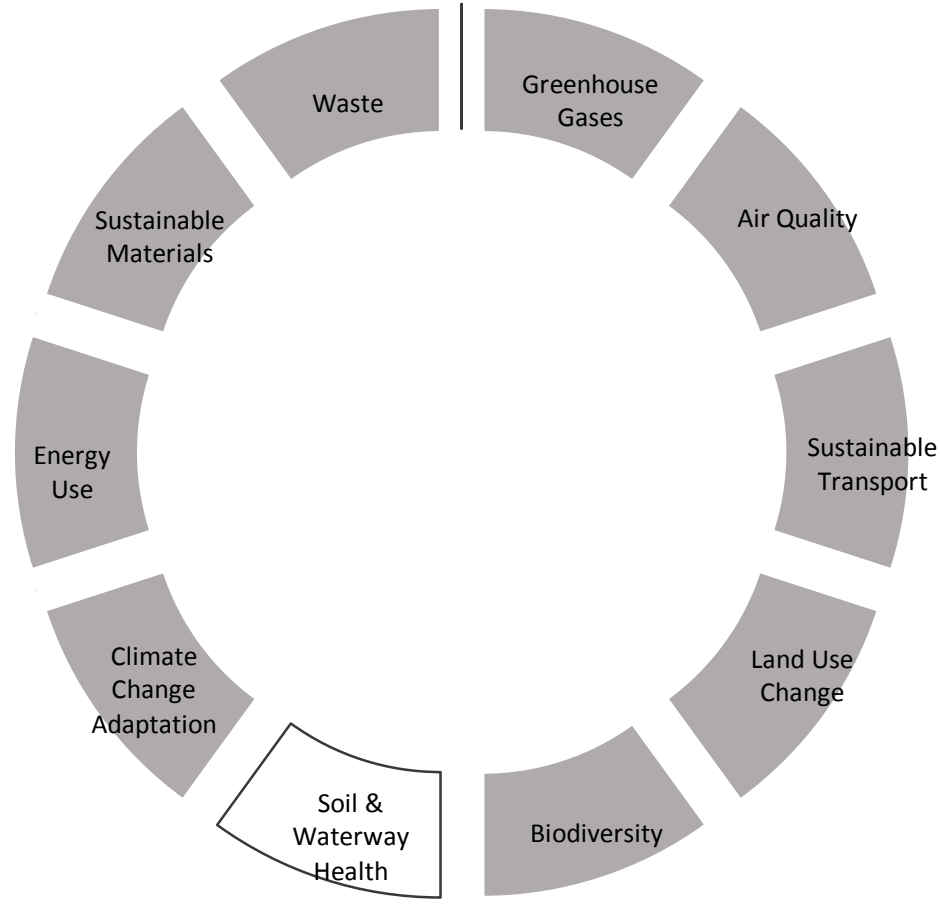
CHECKS

ENVIRONMENTAL	Scores	Action	Justification
GHGs	0	No action required.	A report on corporate risks
Air quality	0	No action required.	A report on corporate risks
Sustainable Transport	0	No action required.	A report on corporate risks
Land use change	0	No action required.	A report on corporate risks
Biodiversity	0	No action required.	A report on corporate risks
Soil and waterway health	0	No action required.	0
Climate Change Adaptation	0	No action required.	A report on corporate risks
Energy Use	0	No action required.	A report on corporate risks
Sustainable Materials	0	No action required.	A report on corporate risks
Waste	0	No action required.	A report on corporate risks

Key

	Significant and/or long-term positive impact identified. No changes needed.
	Slight or short-term positive impact identified. No changes needed but could be reviewed to improve.
	No net change.
	Slight or short-term negative impact identified. Review to identify possible improvements.
	Significant and/or long-term negative impact identified. Changes needed before proceeding.
	Not applicable.

Statement	Score
Significant increase	2
Slight increase	1
No change or n/a	0
Slight decrease	-1
Significant decrease	-2
Significant involvement	2
Some involvement	1
N/A	0
No involvement	-2

Long-term
Short-term

Accepted
Queried
Rejected

Overarching programme or strategy
Policy
Project
Event
S106 application
Procurement
Grant application

Development and Corporate Landlord
Planning
Housing and Environment
Finance
Legal and Democratic
Corporate Services
Policy and Programmes
Transformation
Partnerships

Yes — Yes - slightly — No further action needed
No — Yes - significantly — Recommendation applied
N/A — No — Recommendation not applied

Food
Significantly promote healthy and/or affordable food
Slightly promote healthy and/or affordable food
No net change
Slightly limit healthy and/or affordable food
Significantly limit healthy and/or affordable food

Health
Significantly increase positive health outcomes
Slightly increase positive health outcomes
No net change
Slightly decrease positive health outcomes
Significantly decrease positive health outcomes

Housing
Significantly increase the number of or access to quality and/or affordable homes
Slightly increase the number of or access to quality and/or affordable homes
No net change
Slightly decrease the number of or access to quality and/or affordable homes
Significantly decrease the number of or access to quality and/or affordable homes

Education
Significantly increase the availability of learning opportunities
Slightly increase the availability of learning opportunities
No net change
Slightly decrease the availability of learning opportunities
Significantly decrease the availability of learning opportunities

Built community
Significantly improve facilities, shared spaces, connectivity or resources
Slightly improve facilities, shared spaces, connectivity or resources
No net change
Slightly reduce facilities, shared spaces, connectivity or resources
Significantly reduce facilities, shared spaces, connectivity or resources

Cultural Community
Significantly increase social or cultural resources or support
Slightly increase social or cultural resources or support
No net change
Slightly reduce social or cultural resources or support
Significantly reduce social or cultural resources or support

Accessibility
Actively reduces barriers to increase access
Presents no barriers to access
No net change
Risk of some barriers to access
Presents barriers to access in one or more areas

Local economy and employment
Significant support for the local economy and/or employment
Slight support for the local economy and/or employment
No net change
Slightly undermine support for the local economy and/or employment
Significantly undermine support for the local economy and/or employment

Safety/Crime
Significantly increase safety and/or significantly reduce risk of harm
Slightly increase safety and/or significantly reduce risk of harm
No net change
Slightly decrease safety and/or increase risk of harm
Significantly decrease safety and/or increase risk of harm

Equity
No groups differentially impacted and active promotion of safeguards
No groups differentially impacted
Not applicable
Some groups differentially impacted but with safeguards in place
Some groups differentially impacted

Democratic Voice
Significant opportunities for involvement in and influence on planning and/or decisions
Some engagement with opportunities for involvement or consultation
Advisory engagement with no opportunities for involvement
No communication or engagement

Air Quality
Significantly decrease air pollutants
Slightly decrease air pollutants
No net change
Slightly increase air pollutants
Significantly increase air pollutants

Sustainable Transport
Significantly encourage the use of sustainable transport
Slightly encourage the use of sustainable transport
No net change
Slightly discourage the use of sustainable transport
Significantly discourage the use of sustainable transport

Land Use Change
Significant change to land use that increases positive impacts
Slight change to land use that increases positive impacts
No net change
Slight change to land use that increases negative impacts
Significant change to land use that increases negative impacts

Biodiversity
Significantly improve biodiversity by restoring or creating new habitats
Slightly improve biodiversity by improving existing habitats or supporting species
No net change
Slightly reduce biodiversity by impacting the quality of habitats or affecting species
Significantly reduce biodiversity by reducing or replacing existing habitat(s)

Soil and Waterway Health
Significant decrease in pollutants in soil or water
Slight decrease in pollutants in soil or water
No net change
Slight increase in pollutants in soil or water
Significant increase in pollutants in soil or water

Climate Change Adaptation
Significantly increase adaptation
Slightly increase adaptation
No net change
Slightly decrease adaptation
Significantly decrease adaptation

Energy Use — **Renewables**
Significantly decrease energy use — Fossil fuels
Slightly decrease energy use — Electricity from the grid
No net change — Renewables
Slightly increase energy use — A mix of electricity from the grid and renewables
Significantly increase energy use

Sustainable Materials
All materials used in the project will be sourced, used and disposed of in the most sustainable way
Most of the materials used in the project will be sourced, used and disposed of in then most sustainable way
No net change/business as usual
Some of the materials used in the project will be sourced, used and disposed of in then most sustainable way
None of the materials used in the project will be sourced, used and disposed of in then most sustainable way

Waste
Significantly reduce overall quantities of waste
Slightly reduce overall quantities of waste
No net change
Slightly increase overall quantities of waste
Significantly increase overall quantities of waste

GHGs
Significantly reduce GHGs released
Slightly reduce GHGs released
No net change
Slightly increase GHGs released
Significantly increase GHGs released

Protected C
Potential positive impact
Potential negative impact
No impact

Evidence
Demographic data and other statistics
Recent research findings
Results of recent consultations and surveys
Results of ethnic monitoring data
Anecdotal information from community groups
Comparisons between similar functions/policies elsewhere
Analysis of audit reports
Other
None