WORKING MATERIAL 2.5 · CHAPTER 2 — THE OPERATIONAL PERSPECTIVE · SETTING: CHIPPING CAMPDEN, ENGLAND

Objectives and Indicators You Read off the Meter

Source: Francesco Dore, The Helm and the Lens, Volume 9a — The Small Property, subchapter 2.5 (book page 261)

GUIDING QUESTION

What do you want to do better in your house this year, and how would you know in October that you had succeeded? And who reads the figure that tells you?

1 · Verification Pact: market claims against the standard

Copied from the book. The last column is for your property: what holds here, and how you know it.

What is claimed	Binding?	What actually holds	In our property
Every topic needs its own objective	No	Objectives at relevant functions and levels; no minimum number (6.2)	
Objectives must be SMART	No	ISO's small-enterprise handbook names SMART as a technique; required is measurable if practicable	
Every objective needs a number	Only partially true	Measurable if practicable; otherwise a checkable result (6.2)	
A missed objective breaches the standard	No	Objectives are monitored and updated; evaluating results is required (6.2, 9.1)	
Indicators are only for houses with energy management	No	Every system determines what it measures and how it evaluates (9.1)	
Staff need not know the objectives	No	Objectives must be communicated (6.2)	

2 · Common mistakes — a self-check

Tick each mistake you recognise in your own property, and note where it shows.

☐ Setting eleven objectives, so that by summer nobody follows any of them.

☐ Using total consumption as the indicator, so that more guests look like more waste.

☐ Reading meters without evaluating them, so that the figures fill a notebook and change nothing.

☐ Borrowing a target from a brochure, which rarely fits the house and is usually missed.

☐ Setting an objective without a baseline and measuring progress against a guess.

☐ Letting objectives work against each other, saving electricity at the guest's expense.

☐ Hiding a missed objective, which takes the most useful information from the management review.

☐ Keeping the figures in the office where the staff who influence them never see them.

3 · A Checklist for Objectives and Indicators

The book's checklist, with a column for your own answer.

Question	Why it matters	Our answer
Do we have no more than three or four objectives this year?	Eleven objectives are followed by nobody in summer	
Does each follow from our policy or our list of risks and opportunities?	Clause 6.2 requires consistency with the policy	
Does each indicator have a reference that reflects the business?	Total consumption makes more guests look like more waste	
Do we know each baseline, or are we measuring it now?	A target without a baseline measures progress against a guess	
Are actions, a responsible person and a date on the same sheet?	Clause 6.2 requires planning how each objective is achieved	
Is there a fixed reading day, a reader and a place where staff see the figures?	A figure nobody looks at is not an indicator, only a note	

4 · What would show this is working

Questions drawn from the subchapter's reading of the standards and its practical application. Clause numbers in brackets point to the harmonized structure or the standard the subchapter names; where the evidence lives, and the sheets named, are this book's method, not a requirement of any standard.

Question	Where the evidence lives	Seen?
Are there no more than three or four objectives, each following from the policy or the risk list (6.2, 5.2)?	One sheet of objectives, beside the policy	☐
Does each objective state what, with what resources, who, by when and how it will be evaluated (6.2)?	One line per objective on the same sheet	☐
Has each indicator a reference that reflects the business, and a known baseline or a plan to measure one?	The objectives sheet; the first months of readings	☐
Is there a list of meters with a reading day and a reader (9.1)?	The meter list	☐
Is evidence of results kept — meter notebook, weighing slips, complaints list (9.1)?	The notebook and lists in the folder	☐
Are the figures posted where staff see them, beside last year's (6.2)?	The notice in the kitchen	☐

> *What this sheet is not: no management-system standard prescribes this form, and filling it shows conformity with nothing. It is a working aid drawn from the book; the standards' own texts govern the real case, and legal duties are established with competent local expertise. Independent material; not affiliated with or endorsed by ISO or any certification, accreditation or scheme-owning body. The standards' own texts prevail; legal duties must be confirmed locally.*