

## OUTPUTS IN GENERAL

### Approaches and challenges vary extensively

Outputs are the results of planned work programmes which identify activities that are important for reaching specific management and conservation targets and, in turn, for achieving the overall objectives set out by the management system (outcomes such as protection of cultural values, OUV in particular).

Different types of outputs can be expected from the planning, implementation and monitoring processes of the management cycle:

- the plans themselves (e.g. a completed management plan),
- the tangible results achieved on the ground (e.g. building repairs, information panels installed),
- the data that those results, and the process of achieving them, can deliver to inform future actions (e.g. visitors increased by one million over two years),
- services such as maintenance of fire-safety systems.

### What outputs involve

Heritage processes will produce numerous outputs on a long- and short-term basis. Their combined impact ensures that broader objectives can be reached and guarantees those outcomes for the various stakeholders who represent the ultimate beneficiaries of the management system.

An output may not directly satisfy a need, but forms the impulse for another process. For instance, as part of visitor management strategies, the first output is perhaps the visitor management plan, arising out of the planning process. New signage on the property will be one of several principal outputs during the implementation stage. The reactions of visitors, recorded as they leave the property, are an output arising from monitoring that may become an impulse for another process, namely corrective measures to make the signage better serve visitor needs and thus achieve the outcome of visitor satisfaction.

### Key considerations

Supplemented by external advice and information on the achievement of outcomes (see the following sections), it is the analysis of outputs, and the processes that created them, that make general management more effective (see Result 3, Improvements to management systems, p.110).

Outputs help us to gauge the productivity of a management system. Documenting outputs and monitoring the processes that create them (see 4.4, Process 3, Monitoring) are inextricably linked and fundamental to understanding heritage processes and, in turn, management effectiveness. Furthermore, the collected data provide important base material for reporting on what has happened – they should be a central part of annual reporting requirements, along with outcomes (see next section) – and, once evaluated, provide feedback to improve the future management cycle (see 4.5, Result 3, Improvements to management systems).

The results of planning and monitoring can themselves be outputs but should not be viewed as an 'end product', rather as a means to another process and another output which work together towards making the management system operational and effective.

Plans are an example of outputs that are often shared widely but not communicated further down the management line (after their implementation). Outputs must be documented so that stakeholders can see the tangible results of their contribution and contribute further in the event of a gap between targets and results.