Historic Environment Record

Outcomes Framework Toolkit

(HEROF)

Part 1

The HEROF Model

Draft V 4

GUIDANCE

What is an Outcomes Framework?

An Outcomes Framework describes the important results for the people who use and benefit from a service, either directly or indirectly. It demonstrates the logical link between what is invested and what is produced. When combined with underpinning performance measures and service standards, the Framework can be used to evidence clearly the contribution and difference the service makes to national *and/or* local priorities.

What is an Historic Environment Record (HER)

For the purposes of this project, an HER is defined as a digital and hard copy system which compiles, manages and disseminates Historic Environment information for a specific area, for public benefit. Advisory functions based on this data are specifically NOT included.

The HER Outcomes framework (HEROF)

The HER Outcomes Framework **(**HEROF**)** is a generic model and toolkit for HER's to use to produce a locally specific HEROF. The model may be adapted by individual HERs to reflect local circumstances and local priorities, and to help measure and evidence the difference their HER service makes. Populated locally, the HEROF can also help make the case for continued investment of public money.

Definitions of terms in the Model

Level –this refers to the different steps that make up the model

Element – an item within a particular level

Route – this represents the populated, horizontal pathway which links the various elements and levels.

HER Activity Level: HER tasks relating to a specific area of work. What you do.

HER Outputs Level: the direct product of carrying out activities. Outputs should be customer-focussed and measurable. What you produce as a result of activities.

HER Service Outcome Level: the desired benefits of carrying out activities and creating outputs. The result you are trying to achieve.

Corporate Priority Level: these are the high – level aims your host organisation wants to achieve, and will usually reflect the overall responsibilities of the organisation. These could be defined at a number of levels – team, Service, Directorate, or Organisational. It is up to each individual to choose the appropriate level for their HEROF, and this may be influenced by the target audience for the HEROF.

Core – HER Service Outcomes that all HERs should be aiming to achieve to ensure their service complies with good practice guidance, as set out in Informing the Future of the Past (IFP http://archaeologydataservice.ac.uk/ifp/)

Additional terms

These are factors which relate to the Model but are not necessarily directly part of it. They are elements which need to be considered as part of the development of the final version of the HEROF model, and all need further development and consideration. In terms of the current Model they should be viewed as place markers for additional elements to be possibly added to the HEROF model, and users of the model may like to consider them.

Performance Measures – this is the measure of outputs. They are measures of how much HERs are doing, and how well they are doing it. They will often be measured against a standard or target to be achieved. They let you know how well you are working. For example how many HER searches carried out per annum; how many hits on online data per annum, the number of enquiries dealt with in the proscribed timescale.

Performance Indicators – this is a measure of the effects of Outputs and activities against outcomes the HER is aiming to achieve. Determining these is tied to the finalisation of HER Service Outcomes (see report for more details). They may be more abstract in that the measure may not be an absolute figure, but an indicator of direction of travel.
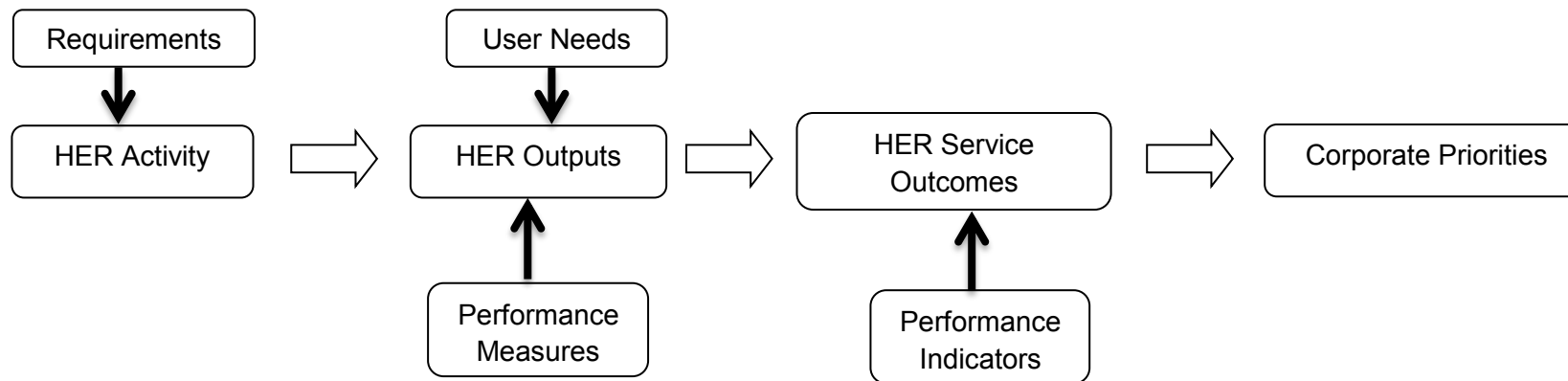
Requirements – these are resources or conditions that need to be in place to enable the delivery of an activity or output. Some of these are implicit, others are more explicit. For example, its is implicit that HER databases are searchable to answer queries thematically or spatially, so in might not need to be explicated. However, some things may need to be explicitly stated, for example to ensure that users can access data in different formats it may be necessary to explicitly state that this not only includes digital formats, but access to hard copy formats, as well as facilities to enable access to hard copies.

User needs: These are the demands made on the service by customers and other users. Whilst the outputs have been discussed and suggested based on User needs as understood by HER Officers, it is likely that further ground truthing needs to be carried out.

How to use the HEROF Model

There are four main levels to the HEROF.

The Basic Model

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Requirements            User Needs

    ↓                       ↓

HER Activity  ⟹  HER Outputs  ⟹  HER Service   ⟹  Corporate Priorities
                                  Outcomes
                       ↑                 ↑
                 Performance       Performance
                 Measures          Indicators
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It is suggested that users start from the HER Service Outcomes, and then work down through Outputs to Activities, making linkages between the various levels to show how an activity can link to an Outcome. Once this has been done, the linkage between the Service outcome and Corporate Priority can be made. This method is suggested to ensure that you focus on what you are trying to *achieve*, rather than what you *do*.

Outcomes framework elsewhere have generally linked only one or two terms in each level to the next level. In testing the HEROF it was revealed that often more links could be made, with multiple items on one level feeding into the next, and elements on lower levels potentially feeding into more than one higher level element.

For example, one activity might produce a number of outputs, and a number of outputs could help achieve a service outcome. Examples of completed HEROFs are provided in a separate document to show different ways they can be produced.

It is up to individual HER's to decide if they wish to map the full complexity of the relationships between different levels, or produce a more simplified HEROF for their service.

To help with the process, a picklist of example Activities, Outputs, Service Outcomes and Corporate Priorities have been provided. Corporate Priorities will vary locally, and the appropriate local policies or objectives should be used.

The suggested level terms have been created as a result of the HEROF project and in consultation with HER Officers involved in the project. These terms are thought to cover the majority of HER Service activities, outputs, and outcomes. It is possible to use your own new terms, although this will make it more difficult to compare HER's against each other nationally.

Example pick lists to populate the HEROF Model

HER Activity	HER Outputs	HER Service Outcomes	Corporate Priorities
Software Management	Customer focussed information about HER Services	HER is properly maintained **CORE**	Enjoyment and understanding of the Historic Environment and Place
Outreach	Data in various suitable formats for customers	HER functionality is developed over time	Promote Heritage Tourism
Data enhancement	Online HER Access	HER is regularly enhanced and updated **CORE**	Protecting and enhancing the historic and built environment
Collections management	Search room facilities used by visitors	HER data used in land management decisions	Contribute to improving quality of life
Provide information for management purposes	Data Standards enforced	HER data used in planning process **CORE**	Helping people to help themselves
Provide information for research purposes	Comprehensive, accurate & up-to-date information on the HER	Awareness of Historic Environment issues increases	Ensuring new development takes the historic environment into account
Manage support services (ICT, Admin, HR)	Newsletters	HER is MIDAS Heritage compliant	Better understanding of the historic environment

Example pick lists to populate the HEROF Model (Continued)

HER Activity	HER Outputs	HER Service Outcomes	Corporate Priorities
Produce local policy documentation	Social Media articles (tweets, blogs, Facebook updates)	HER provides opportunities for participation engagement	
Liaise with other bodies	HER Data Entry Manual	Free access to the HER is maintained for the public **CORE**	
Income generation	Working in projects with Partners	The HER service is well understood	
Provide professional guidance on data	HER Collections reference guide	There is a high awareness of the HER service	
Produce and manage communications to users (eg newsletters, Social media)		HER provides opportunities for engagement	
Provide Access to HER Collections			