

Intermediate Outcome 2: Our history is brought to life and protected

Outcome Objective 2.1	<i>Historic and cultural heritage is protected, conserved and maintained</i>
<p>The protection, conservation and maintenance of historic and cultural heritage is a core departmental function. Standards are set through legislation and the aim is to protect and conserve a representative range of cultural and historic features.</p> <p>Standards are set through legislation administered by DOC and Heritage New Zealand.</p>	
<p>Indicators:</p> <p>2.1.1 Status of historic and cultural heritage</p>	

Indicator 2.1.1	<i>Status of historic and cultural heritage</i>
<i>Description:</i>	Condition of historic and cultural heritage and pressures, threats and causes of loss. Detailed information on priority heritage and assessment of effectiveness of conservation management. Includes standard asset assessment and gives extra information about success of actively managed sites.
<i>Justification:</i>	The greatest threat to historic and cultural heritage is unnecessary loss through management work actions and decisions. The degree to which this happens should be documented and the causes understood so that systems, processes, training and decision-making can be improved. Small but cumulative loss needs to be measured. It is neither desirable nor affordable to actively intervene with conservation work for all heritage. However, more detailed assessment of effectiveness of protection and conservation management work for priority heritage is needed to improve management and track performance.
<i>Comment:</i>	It is important to make a distinction here between actively managed and other sites as total resource allocation governs this split. Performance measures should only concern those sites under active management.
<i>Measures:</i>	<p>2.1.1.1 Historic places, archaeological sites and archaeological landscapes on public conservation lands and waters (PCL&W) are documented and under appropriate management.</p> <p>[Links to M3.2.1.2: <i>Inventory of capital assets provided to support experiences on PCL&W: experience; type; activity; location; destination category; etc.</i>]</p> <p>2.1.1.2 Status of historic places, archaeological sites and archaeological landscapes on PCL&W is understood, recorded and accessible: number; classification; spatial extent; condition; threats; etc.</p> <p>[Links to M3.5.1.2: <i>Effects of recreation on cultural and historic heritage values.</i>]</p> <p>2.1.1.3 Artefacts, assemblages, collections, archives, and photographs</p>

	are documented, protected and managed.
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Measure 2.1.1.1	<i>Historic places, archaeological sites and archaeological landscapes on PCL&W are documented and under appropriate management</i>
Intermediate Outcome:	2 Our history is brought to life and protected
Outcome Objective:	2.1 Historic and cultural heritage is protected, conserved and maintained
Indicator:	2.1.1 Status of historic and cultural heritage
Status:	Final
Description	
<i>Overview</i>	Provides quantitative, verifiable assurance that sites are being appropriately managed
<i>Data elements</i>	<ul style="list-style-type: none"> • Number of sites according to broad type • Location of sites • Numbers with heritage assessment completed • Protection status
<i>Scale</i>	National
<i>Measurement and reporting frequency</i>	Continuous. As a site changes status or new sites are added, this is registered. A regular cycle of assessment of protection status should be carried out.
<i>Data sources</i>	DOC
<i>Information management</i>	Central site register
Analysis	
<i>Policy/management relevance</i>	DOC has a requirement to protect sites, which it should be able to demonstrate. This measure provides fundamental background data.
<i>Conceptual basis and robustness</i>	<ul style="list-style-type: none"> • Will need clear, objective scale for 'protection status' metric • Minimum standards for heritage safeguard are contained in DOC guidelines. Benchmarked against Australian and New Zealand Environment and Conservation Council (ANZECC) standards.
<i>Compatibility with other agencies</i>	Compatible
<i>Links to other OMF indicators and</i>	<ul style="list-style-type: none"> • Links to M3.2.1.2: <i>Inventory of capital assets provided to support experiences on PCL&W: experience; type; activity; location;</i>

<i>measures</i>	<p><i>destination category; etc.</i></p> <ul style="list-style-type: none"> • M2.1.1.1 differs in being focused on site protection status, but is similar in documenting management status and thus will share some methodology.
<i>Implementation and cost</i>	<ul style="list-style-type: none"> • Contractors could undertake assessment. • Tempo of work could be altered to fit budget.

Measure 2.1.1.2	<i>Status of historic places, archaeological sites and archaeological landscapes on PCL&W is understood, recorded and accessible: number; classification; spatial extent; condition; threats; etc.</i>	
Intermediate Outcome:	2	Our history is brought to life and protected
Outcome Objective:	2.1	Historic and cultural heritage is protected, conserved and maintained
Indicator:	2.1.1	Status of historic and cultural heritage
Status:	Final	
Description		
<i>Overview</i>	Damage to, and loss of, historic sites cannot be easily rectified, if at all. It important that DOC is aware of significant damage and loss and long-term trends in deterioration.	
<i>Data elements</i>	<ul style="list-style-type: none"> • Detailed site reports on a rolling basis • Damage status by site type (building, bridge, archaeological etc.) • Cause of significant loss • Assessment of visitor impact on heritage values or cultural sensitivities 	
<i>Scale</i>	Local site assessment	
<i>Measurement and reporting frequency</i>	<ul style="list-style-type: none"> • Systematic coverage of priority sites on a multiannual schedule • Damage information when noticed/assessed 	
<i>Data sources</i>	DOC	
<i>Information management</i>	DOC	
Analysis		
<i>Policy/management relevance</i>	<ul style="list-style-type: none"> • Meets core departmental obligation to protect sites • Highly vulnerable/highly significant sites need to be identified • Sites with high public visibility/use need particular attention 	

<i>Conceptual basis and robustness</i>	<ul style="list-style-type: none"> • Standard measures with well understood assessment techniques • Needs context, as much damage will be beyond DOC's control
<i>Compatibility with other agencies</i>	<ul style="list-style-type: none"> • Standard engineering and historic place agency methodology • Similar measures employed nationally and internationally
<i>Links to other OMF indicators and measures</i>	Links to M3.5.1.2: <i>Effects of recreation on cultural and historic heritage values</i> . M3.5.1.2 deals with only one of the threatening aspects to historic heritage.
<i>Implementation and cost</i>	<ul style="list-style-type: none"> • In-house expertise available • Suitable for contracting • Specialist assistance needed for certain classes of damage • Cost depends on whether detailed assessment needed

Measure 2.1.1.3		<i>Artefacts, assemblages, collections, archives, and photographs are documented, protected and managed</i>	
Intermediate Outcome:	2	Our history is brought to life and protected	
Outcome Objective:	2.1	Historic and cultural heritage is protected, conserved and maintained	
Indicator:	2.1.1	Status of historic and cultural heritage	
Status:		Final	
Description			
<i>Overview</i>		Provides assurance that management practices, processes and procedures are effective in preventing or minimising deterioration of artefacts, etc.	
<i>Data elements</i>		<ul style="list-style-type: none"> • Regular assessment of storage conditions • Random sampling and assessment of objects for quality assurance 	
<i>Scale</i>		Local facilities	
<i>Measurement and reporting frequency</i>		Ongoing routine assessment	
<i>Data sources</i>		DOC	
<i>Information management</i>		DOC	
Analysis			
<i>Policy/management</i>		Many of these objects are irreplaceable heritage and their safety and condition needs to be assured ('30-year rule' policy for government	

<i>relevance</i>	departments).
<i>Conceptual basis and robustness</i>	Standard museum artefact protocols
<i>Compatibility with other agencies</i>	Standard operating procedures for many organisations
<i>Links to other OMF indicators and measures</i>	No similar measure
<i>Implementation and cost</i>	<ul style="list-style-type: none"> • In-house expertise available • Moderate cost

Outcome Objective 2.2	<i>Demand for historic and cultural heritage experiences is understood</i>
<p>Type of experience demanded, participation levels, and potential for growth vary across different demographic, social and cultural groups. DOC needs to understand what different market sectors want to experience, where and how, and manage in a manner that meets demand and grows participation, engagement and cultural connections.</p>	
<p>Indicators:</p> <p>2.2.1 Current demand for heritage experiences on PCL&W</p> <p>2.2.2 Latent & future demand for heritage experiences on PCL&W</p>	

Indicator 2.2.1	<i>Current demand for heritage experiences on PCL&W</i>
<i>Description:</i>	This indicator measures how successful we are in meeting the needs and demands of those people who choose to engage in experiences that relate to historic and cultural heritage managed by DOC.
<i>Justification:</i>	Needed for planning purposes as well as general reporting on success in meeting demand.
<i>Comment:</i>	
<i>Measures:</i>	<p>2.2.1.1 Heritage demand being met by DOC on PCL&W: number of participants by heritage type; destination category; experience; etc.</p> <p>[For template, see M3.1.1.1: <i>Outdoor recreation demand being met by DOC on PCL&W: number of participants by activity; destination category; experience; etc.</i>]</p> <p>2.2.1.2 Demographic/psychographic profiles of heritage visitors/customers on PCL&W.</p> <p>[For template, see M3.1.1.2: <i>Demographic/psychographic profiles of recreationists on PCL&W.</i>]</p>

Indicator 2.2.2	<i>Latent and future demand for heritage experiences on PCL&W</i>
<i>Description:</i>	This indicator explores barriers to and enablers for participation.
<i>Justification:</i>	These potential participants could be left permanently excluded. Contextual knowledge and insights into why they do not participate and how DOC may overcome these barriers are needed.
<i>Comment:</i>	
<i>Measures:</i>	<p>2.2.2.1 Heritage experience demand not being met by DOC, and proportion being met by other providers (e.g. Heritage New Zealand; territorial local authorities (TLAs); businesses; etc.): type; location; experience; etc. [For template, see M3.1.2.1: <i>Outdoor recreation demand not being met by DOC, and proportion being met by other providers (e.g. TLAs; businesses; etc.): activity; location; experience; etc.</i>]</p> <p>2.2.2.2 Demographic/psychographic profiles of non-participants in heritage experiences on PCL&W. [For template, see M3.1.2.2: <i>Demographic/psychographic profiles of non-participants in recreation experiences on PCL&W.</i>]</p> <p>2.2.2.3 Emerging/potential demand for heritage experiences on PCL&W. [For template, see M3.1.2.3: <i>Emerging/potential demand for activities on PCL&W.</i>]</p>

Outcome Objective 2.3	<i>Facilities, services, communication and marketing support the historic and cultural heritage experiences demanded, and enhance the valuing of heritage</i>
<p>Facilities and services being safe, fit for purpose and compliant with legal and public expectations are key drivers of visitor satisfaction. A good understanding of the relationship between visitor satisfaction and the way experiences are marketed, described and managed enhances our ability to increase participation. For historic and cultural heritage it is also important to understand the intangible aspects of value, living cultural connections and practices.</p>	
<p>Indicators:</p> <p>2.3.1 Current portfolio of heritage experiences provided</p> <p>2.3.2 Heritage products provided meet customer expectations and preferences</p>	

Indicator 2.3.1	<i>Current portfolio of heritage experiences provided</i>
<i>Description:</i>	Variety of heritage experiences that could be offered to inform how DOC

	is meeting demand, how site enhancement may help and where enhancements should not be considered.
<i>Justification:</i>	Heritage is competing with other similar museum and educational attractions and therefore has to constantly refresh itself.
<i>Comment:</i>	
<i>Measures:</i>	<p>2.3.1.1 Portfolio of heritage experiences provided: type; management status; destination category; etc. [For template, see M3.2.1.1: <i>Portfolio of experiences provided: type; activity; location; destination category; etc.</i>]</p> <p>2.3.1.2 Inventory of capital assets protected and provided to support heritage experiences on PCL&W: type; management status; destination category; Destination Management Framework (DMF) class; etc. [For template, see M3.2.1.2: <i>Inventory of capital assets provided to support experiences on PCL&W: experience; type; activity; location; destination category; etc.</i>]</p> <p>2.3.1.3 Portfolio of heritage experiences provided is aligned with current market and adapts to market changes/trends. [For template, see M3.2.1.3: <i>Portfolio of experiences provided is aligned with current market and adapts to market changes/trends.</i>]</p>

Indicator 2.3.2	<i>Heritage products provided meet customer expectations and preferences</i>
<i>Description:</i>	As in title.
<i>Justification:</i>	Understanding people's expectations, actual experiences and related satisfaction to guide improvement of experiences, facilities, standards and marketing.
<i>Comment:</i>	
<i>Measures:</i>	<p>2.3.2.1 Heritage sites and experiences meet all relevant statutory and sector requirements and obligations, and are consistent with historic and cultural heritage values.</p> <p>2.3.2.2 Heritage products provided reflect the expectations and preferences of intended customers. [For template, see M3.2.2.2: <i>Experiences, facilities and services provided reflect the expectations and preferences of intended customers.</i>]</p> <p>2.3.2.3 Heritage products provided are safe for intended customers. [For template, see M3.2.2.3: <i>Experiences, facilities and services provided are safe for intended customers.</i>]</p>

Measure 2.3.2.1		<i>Heritage destinations and products meet all relevant statutory and sector requirements and obligations, and are consistent with historic and cultural heritage values</i>	
Intermediate Outcome:	2	Our history is brought to life and protected	
Outcome Objective:	2.3	Facilities, services, communication and marketing support the historic and cultural heritage experiences demanded, and enhance the valuing of heritage	
Indicator:	2.3.2	Heritage products provided meet customer expectations and preferences	
Status:	Final		
Description			
<i>Overview</i>	Standard departmental record keeping		
<i>Data elements</i>	Compliance with: <ul style="list-style-type: none"> • New Zealand Public Health and Disability Act 2000 • Government policy for heritage management • Treaty of Waitangi settlement obligations • International Council on Monuments and Sites (ICOMOS) Charter • Building Act • Conservation management strategies (CMSs) and national park management plans • Campground regulations 		
<i>Scale</i>	National		
<i>Measurement and reporting frequency</i>	Regular updating of registers, compliance logs, etc.		
<i>Data sources</i>	DOC		
<i>Information management</i>	DOC		
Analysis			
<i>Policy/management relevance</i>	Key compliance with statutory obligations and government regulations and international agreements		
<i>Conceptual basis and robustness</i>	Standard		
<i>Compatibility with other agencies</i>	Standard		
<i>Links to other OMF indicators and</i>	This measure is specific to the Heritage sector.		

<i>measures</i>	
<i>Implementation and cost</i>	Normal day-to-day record keeping

Indicator 2.3.3	<i>Financial performance of heritage destinations and products</i>
<i>Description:</i>	Establishes efficiency of DOC's use of capital and operational funds in the preservation, protection and provision of heritage-based opportunities.
<i>Justification:</i>	A fundamental management question is if the financial investment in heritage protection, preservation and participation is optimal with regard to the outputs. DOC has a large portfolio of heritage sites requiring varying degrees of intervention, maintenance and development. Investment in heritage-based opportunities must be informed by data on utilisation and the cost of providing that service.
<i>Comment:</i>	Cost effectiveness is one of the core requirements of the State Services Commission Performance Improvement Framework. All government agencies will be expected to show how their investments are cost-effective—that is, that alternatives would not provide the same level of delivery at a lower cost. Also, a clear distinction needs to be maintained between DOC's obligations with respect to protection and preservation of heritage, and the discretionary basis of its provision of heritage-based opportunities.
<i>Measures:</i>	<p>2.3.3.1 Utilisation of heritage sites, facilities and services: by type; experience; destination category; management status; etc. [For template, see M3.2.3.1: <i>Utilisation of recreation facilities and services: by type; experience; location; destination category; etc.</i>]</p> <p>2.3.3.2 Cost-effectiveness and cost-benefit profiles of heritage sites, facilities and services: by type; experience; destination category; management status; etc. [For template, see M3.2.3.2: <i>Cost-effectiveness and cost-benefit profiles of recreation facilities and services: by type; experience; location; destination category; etc.</i>]</p>

Indicator 2.3.4	<i>Marketing, communication and outreach grow awareness and selection of DOC heritage destinations and products, and increase its importance</i>
<i>Description:</i>	Evaluation of success of marketing effort
<i>Justification:</i>	Understanding how successful DOC has been in inspiring increased awareness and participation will enable better marketing decisions.
<i>Comment:</i>	

Measures:	<p>2.3.4.1 DOC heritage destinations and products are communicated and marketed. [For template, see M3.2.4.1: <i>DOC destinations experiences facilities and services are communicated and marketed.</i>]</p> <p>2.3.4.2 Awareness and selection of DOC heritage destinations, experiences, facilities and services marketed. [For template, see M3.2.4.2: <i>Awareness and selection of DOC destinations, experiences, facilities and services.</i>]</p> <p>2.3.4.3 New Zealanders understand and value their historic and cultural heritage.</p>
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Measure 2.3.4.3	<i>New Zealanders understand and value their historic and cultural heritage</i>
Intermediate Outcome:	2 Our history is brought to life and protected
Outcome Objective:	2.3 Facilities, services, communication and marketing support the historic and cultural heritage experiences demanded, and enhance the valuing of heritage
Indicator:	2.3.4 Marketing, communication and outreach grow awareness and selection of DOC heritage destinations and products, and increase its importance
Status:	Final
Description	
<i>Overview</i>	Historic and cultural heritage must be valued and engaged with if it is to be conserved. Cultural connections need to be fostered if support and engagement is to be maintained and increased. This can be done through marketing activities, facilitating visits, sharing stories, and enhancing the cultural and social linkages that connect heritage with everyday life and identity.
<i>Data elements</i>	This should be approached as a research topic, not simply an opinion survey. It seeks to explore what different groups of people know about and want from the New Zealand's historic and cultural heritage.
<i>Scale</i>	National
<i>Measurement and reporting frequency</i>	Research carried out perhaps at decadal intervals.
<i>Data sources</i>	DOC
<i>Information management</i>	DOC

Analysis	
<i>Policy/management relevance</i>	This research is required to better understand what, why and how heritage is valued by the public, and what they bring to their engagement with heritage. It will underpin planning for campaigns and shaping visitor experiences.
<i>Conceptual basis and robustness</i>	Based on standard research techniques.
<i>Compatibility with other agencies</i>	DOC is not aware of similar research being commissioned by other New Zealand agencies.
<i>Links to other OMF indicators and measures</i>	The cultural component makes this unique among DOC measures. Perhaps a similar 'cultural' measure is needed in IO1.
<i>Implementation and cost</i>	Needs specialist skills commissioned from outside DOC.

Outcome Objective 2.4	<i>DOC works with others to achieve historic and cultural heritage goals</i>
<p>The lead agency for heritage in New Zealand is the Ministry of Culture and Heritage. Iwi and other kaitiaki of heritage and the public at large are key DOC partners for achieving heritage outcomes. Measuring success in working with these key stakeholders and others is essential for understanding how well DOC is performing in heritage conservation.</p>	
<p>Indicators:</p> <p>2.4.1 Contributions of DOC's partners to protecting history on PCL&W and bringing it to life</p> <p>2.4.2 Quality of engagement with stakeholders</p> <p>2.4.3 Tāngata whenua cultural connections to heritage managed by DOC maintained and enhanced</p>	

Indicator 2.4.1	<i>Contributions of DOC's partners to protecting history on PCL&W and bringing it to life</i>
<i>Description:</i>	The number and nature of partnerships aimed at achieving historic and cultural heritage goals.
<i>Justification:</i>	Partnering with others is a core strategic focus for DOC. Iwi, business, agencies, community groups and individuals are engaged with DOC in a variety of ways ranging from volunteers to concessionaires to land owners allowing a greater number of people to engage with New Zealand's heritage. DOC needs to understand what and where their partners' activities occur, and work with them to ensure the Conservation Act is upheld and that they are supported to grow participation. Also, there is other activity outside of these partnerships which effectively helps DOC meet its goals.

<i>Comment:</i>	
<i>Measures:</i>	<p>2.4.1.1 Community and whānau, hapū and iwi contributions to protecting heritage on PCL&W and bringing it to life</p> <p>2.4.1.2 Business contributions to protecting heritage on PCL&W and bringing it to life</p> <p>2.4.1.3 DOC investment in heritage partnerships on PCL&W</p>

Measure 2.4.1.1		<i>Community and whānau, hapū and iwi contributions to protecting heritage on PCL&W and bringing it to life</i>	
Intermediate Outcome:	2	Our history is brought to life and protected	
Outcome Objective:	2.4	DOC works with others to achieve historic and cultural heritage goals.	
Indicator:	2.4.1	Contributions of DOC's partners to protecting history on PCL&W and bringing it to life	
Status:		Final	
Description			
<i>Overview</i>		DOC's community and whānau, hapū and iwi partners make <i>direct</i> contributions to the range of heritage opportunities, facilities and services available on PCL&W. Maintaining awareness of the extent and nature of this contribution is critical to the efficacy of DOC's heritage-based planning and partnership activities.	
<i>Data elements</i>		<ul style="list-style-type: none"> • Type of contribution to DOC initiatives—money, materials, skills, etc. • Opportunities provided—type, scale, location, etc. • Number of visitors served 	
<i>Scale</i>		National	
<i>Measurement and reporting frequency</i>		Annual report of up-to-date assessment	
<i>Data sources</i>		DOC	
<i>Information management</i>		DOC	
Analysis			
<i>Policy/management relevance</i>		Needed to demonstrate community and whānau, hapū and iwi support for heritage and to show where opportunities for further support or collaboration lie.	
<i>Conceptual basis</i>		Estimating size of effort/investment by community and whānau, hapū	

<i>and robustness</i>	and iwi will be challenging—may require use of proxies
<i>Compatibility with other agencies</i>	Similar measures unlikely to be employed.
<i>Links to other OMF indicators and measures</i>	Closely aligned with and contributes to Indicator 4.2.4: Measures 4.2.4.1, 4.2.4.2 and 4.2.4.6. Also aligned with I4.1.2: <i>Māori concepts, paradigms and values are intrinsic to New Zealanders' awareness and understanding of conservation</i> , and I4.1.3: <i>Contribution to conservation awareness and engagement</i> , but separate as it records the contribution of Māori to heritage, rather than DOC's outreach to Māori.
<i>Implementation and cost</i>	Should come from routine documentations of interactions with other parties.

Measure 2.4.1.2 Business contributions to protecting heritage on PCL&W and bringing it to life	
Intermediate Outcome:	2 Our history is brought to life and protected
Outcome Objective:	2.4 DOC works with others to achieve historic and cultural heritage goals.
Indicator:	2.4.1 Contributions of DOC's partners to protecting history on PCL&W and bringing it to life
Status:	Final
Description	
<i>Overview</i>	An assessment of the direct contribution of DOC business partners to heritage opportunities, facilities and services.
<i>Data elements</i>	<ul style="list-style-type: none"> • Type of contribution to DOC initiatives—money, materials, skills, etc. • Opportunities provided—type, scale, location, etc. • Number of visitors served
<i>Scale</i>	National
<i>Measurement and reporting frequency</i>	Annual assessment
<i>Data sources</i>	DOC
<i>Information management</i>	DOC
Analysis	
<i>Policy/management relevance</i>	DOC's business partners make direct contributions to the range of heritage opportunities, facilities and services available on PCL&W.

	Maintaining awareness of the extent and nature of this contribution is critical to the efficacy of DOC's recreation planning and partnership activities.
<i>Conceptual basis and robustness</i>	Straightforward accounting procedures
<i>Compatibility with other agencies</i>	NA
<i>Links to other OMF indicators and measures</i>	Links to Indicator 4.2.4: <i>Contribution by partnerships to conservation.</i>
<i>Implementation and cost</i>	In-house collection and analysis of data

Measure 2.4.1.3	
<i>DOC investment in heritage partnerships on PCL&W</i>	
Intermediate Outcome:	2 Our history is brought to life and protected
Outcome Objective:	2.4 DOC works with others to achieve historic and cultural heritage goals.
Indicator:	2.4.1 Contributions of DOC's partners to protecting history on PCL&W and bringing it to life
Status:	Final
Description	
<i>Overview</i>	It is important that DOC investment (direct investment and staff and administrative time) be accounted for in order that the net return of partnerships can be estimated. Partnerships are entered into to achieve better outcomes on PCL&W, and this cannot be achieved if DOC resource investment is disproportionate to outcomes.
<i>Data elements</i>	<ul style="list-style-type: none"> • Direct operational expenditure according to partnership • Staff time (costed) for partnership interactions
<i>Scale</i>	National
<i>Measurement and reporting frequency</i>	
<i>Data sources</i>	DOC
<i>Information management</i>	DOC
Analysis	
<i>Policy/management</i>	Will give guidance as to which partnership alliances have the greatest

<i>relevance</i>	pay-off, and which ones have little net benefit, and suggest ways in which partners can be moved along the Engagement and Contribution Spectrum.
<i>Conceptual basis and robustness</i>	Should be robust provided staff costs and benefits from partnerships (that is, cost of DOC direct provision of the same) can be reliably estimated. Analyses can be performed at any time, provided basic data on staff expenditure and time are routinely captured.
<i>Compatibility with other agencies</i>	NA
<i>Links to other OMF indicators and measures</i>	Contributes to M4.2.3.6: <i>DOC return on investment (ROI) in developing partnerships on public conservation lands & waters.</i>
<i>Implementation and cost</i>	<ul style="list-style-type: none"> • Internal monitoring of staff effort is always difficult. • Possibly may have to be one-off projects as part of assessment/review of given partnerships.

Indicator 2.4.2	<i>Quality of engagement with stakeholders</i>
<i>Description:</i>	A single measure but reflects interactions with numerous organisations.
<i>Justification:</i>	DOC has a broad range of relationships including those with large national agencies and organisations as well as with local community groups. Maintaining and enhancing these relationships is vital so that we are seen as a trusted and engaging agency that is easy to work with and alongside. Will give early warning of problems and show DOC's commitment to working with others.
<i>Comment:</i>	None

Measure 2.4.2.1	<i>Quality of engagement with stakeholders</i>	
Intermediate Outcome:	2	Our history is brought to life and protected
Outcome Objective:	2.4	DOC works with others to achieve historic and cultural heritage goals.
Indicator:	2.4.2	Quality of engagement with stakeholders
Status:	Final	
Description		
<i>Overview</i>	This measure will give in-depth information on the perceptions of a set of key national and local stakeholders on their engagement with DOC. These stakeholders are critical to DOC outcomes, and this will provide	

	information on the effectiveness and health of this engagement, along with early warning and guidance for potential changes in policy and activities.
<i>Data elements</i>	<ul style="list-style-type: none"> • In-depth survey of representative key and community stakeholders • Effectiveness of front line rangers in migrating stakeholders along the Engagement and Contribution Spectrum (across multiple settings—both formal and informal)
<i>Scale</i>	National
<i>Measurement and reporting frequency</i>	
<i>Data sources</i>	DOC
<i>Information management</i>	DOC
Analysis	
<i>Policy/management relevance</i>	<ul style="list-style-type: none"> • Important information to understand which organisations will need increased attention and offer the greatest opportunities for conservation growth • Can give generalised guidance as to style, positive and negative, of current interactions
<i>Conceptual basis and robustness</i>	<ul style="list-style-type: none"> • Process by which stakeholders identified must be made clear but otherwise standard survey methodology
<i>Compatibility with other agencies</i>	NA
<i>Links to other OMF indicators and measures</i>	Contributes to Indicator 4.2.1: <i>Quality of relationship with partners and stakeholders</i>
<i>Implementation and cost</i>	<ul style="list-style-type: none"> • Surveys should be done by non-DOC staff • Needs specialist skills • Ranger data may be captured routinely

Indicator 2.4.3	<i>Tāngata whenua cultural connections to heritage managed by DOC maintained and enhanced</i>
<i>Description:</i>	As above
<i>Justification:</i>	The ways in which tāngata whenua connect to their historic and cultural heritage is often more clearly defined and purposeful than that of the public in general. Connections that whānau, hapū and iwi have with heritage managed by DOC is often well known and should be integrated into planning and management. Maintaining these connections is critical.

<i>Comment:</i>	The actively conserved historic places that are of importance to iwi are low in total numbers and as a proportion.
<i>Measures:</i>	<p>2.4.3.1 Hapū, whānau and iwi are connected to and engaged with their priority heritage places on PCL&W and their management.</p> <p>2.4.3.2 Whānau, hapū and iwi are satisfied with DOC's management of their priority heritage places.</p> <p>2.4.3.3 Promotion and provision of information and interpretation about and at places of particular significance to tāngata whenua.</p> <p>[This replaces template M4.1.2.2: <i>Promotion and provision of information and interpretation at places of particular significance to tāngata whenua.</i>]</p>

Measure 2.4.3.1	<i>Hapū, whānau and iwi are connected to and engaged with their priority heritage places on PCL&W and their management.</i>	
Intermediate Outcome:	2	Our history is brought to life and protected
Outcome Objective:	2.4	DOC works with others to achieve historic and cultural heritage goals
Indicator:	2.4.3	Tāngata whenua cultural connections to heritage managed by DOC maintained and enhanced
Status:	Final	
Description		
<i>Overview</i>	Māori have specific cultural connections and values related to kaitiakitanga of their taonga. Māori involvement in heritage places is absolutely essential to legitimise and inform departmental custodial activities, but brings with it sensitivities and potential for misunderstandings which must be carefully managed.	
<i>Data elements</i>	Structured interviews to discover the extent to which hapū, whānau and iwi are engaged with and connected to priority heritage places	
<i>Scale</i>	National	
<i>Measurement and reporting frequency</i>	Because of the local nature of iwi engagement, and the very different heritage elements that DOC manages, this should be a national effort but tackled iwi region by region.	
<i>Data sources</i>	DOC	
<i>Information management</i>	DOC	
Analysis		
<i>Policy/management</i>	Provides guidance and assurance that DOC's management of priority heritage places is enhancing hapū, whānau and iwi engagement and	

<i>relevance</i>	connection
<i>Conceptual basis and robustness</i>	Standard survey techniques but will require development of engagement/connection scale to make results comparable
<i>Compatibility with other agencies</i>	NA
<i>Links to other OMF indicators and measures</i>	Contributes to M4.1.3.3: <i>Conservation awareness activities and engagement activities directed towards Māori, including incorporation of te reo</i> ; and M4.1.1.2: <i>Connectedness to, relevance, and importance of conservation to individual New Zealanders</i> .
<i>Implementation and cost</i>	Requires support from whānau, hapū and iwi and will need specialist personnel to undertake survey

Measure 2.4.3.2	
<i>Whānau, hapū and iwi are satisfied with DOC's management of their priority heritage places</i>	
Intermediate Outcome:	2 Our history is brought to life and protected
Outcome Objective:	2.4 DOC works with others to achieve historic and cultural heritage goals
Indicator:	2.4.3 Tāngata whenua cultural connections to heritage managed by DOC maintained and enhanced
Status:	Final
Description	
<i>Overview</i>	DOC is tasked with management/kaitiakitanga of whānau, hapū and iwi priority sites on PCL&W. Captures views of whānau, hapū and iwi on how well DOC is meeting its obligations.
<i>Data elements</i>	Research interviews
<i>Scale</i>	Local
<i>Measurement and reporting frequency</i>	Should be carried out as a rolling survey, iwi area by iwi area
<i>Data sources</i>	DOC
<i>Information management</i>	DOC
Analysis	
<i>Policy/management relevance</i>	<ul style="list-style-type: none"> Relates to key legislative requirements and commitments—Section 4 of the Conservation Act 1987 Will assist with incorporation of mātauranga Māori in heritage management

<i>Conceptual basis and robustness</i>	Standard methodology
<i>Compatibility with other agencies</i>	NA
<i>Links to other OMF indicators and measures</i>	Contributes to M4.1.3.3: <i>Conservation awareness activities and engagement activities directed towards Māori, including incorporation of te reo</i> ; and relevant to M4.1.2.3: <i>Development of conservation information and educational material of relevance to tāngata whenua.</i>
<i>Implementation and cost</i>	Needs specialist survey team

Measure 2.4.3.3		<i>Promotion and provision of information and interpretation about and at places of particular significance to tāngata whenua</i>	
Note: This replaces template M4.1.2.2: <i>Promotion and provision information and interpretation at places of particular significance to tāngata whenua.</i>			
Intermediate Outcome:	2	Our history is brought to life and protected	
Outcome Objective:	2.4	DOC works with others to achieve historic and cultural heritage goals	
Indicator:	2.4.3	Tāngata whenua cultural connections to heritage managed by DOC maintained and enhanced	
Status:	Final		
Description			
<i>Overview</i>	<p>DOC is committed to enhancing whānau, hapū and iwi rangatiratanga over their taonga. As part of this commitment, DOC is responsible for developing and providing promotional and interpretative material that faithfully represents tāngata whenua at their significant sites.</p> <p>DOC develops and distributes a significant and diverse range of information and educational material that represents tāngata whenua's cultural connection with the natural world. This material is important to the tourism sector and to expanding public awareness and understanding of Māori concepts, values and aspirations.</p>		
<i>Data elements</i>	<ul style="list-style-type: none"> • Standard site-information assessment by independent specialist • Accuracy and currency of materials • Comprehensiveness of coverage • Promotional profile • Material developed and distributed • Effectiveness of material in increasing public awareness and understanding 		

	<ul style="list-style-type: none"> • Questions in national/site surveys
<i>Scale</i>	Local to national
<i>Measurement and reporting frequency</i>	Rolling review
<i>Data sources</i>	DOC
<i>Information management</i>	DOC
Analysis	
<i>Policy/management relevance</i>	Background measure to provide context and support for related management and policy decisions and provides assurance that Section 4 obligations are being met
<i>Conceptual basis and robustness</i>	Straight-forward review
<i>Compatibility with other agencies</i>	NA
<i>Links to other OMF indicators and measures</i>	<ul style="list-style-type: none"> • Informed by I2.2.1, I2.3.4, M2.4.1.1, M2.4.1.2 and M4.1.2.3 • Replaces template M4.1.2.2: <i>Promotion and provision information and interpretation at places of particular significance to tāngata whenua</i>
<i>Implementation and cost</i>	<ul style="list-style-type: none"> • No apparent barriers to implementation • Routinely collect as part of operations

Outcome Objective 2.5	<i>The benefits of people engaging with historic and cultural heritage on public conservation lands and waters are understood and valued</i>
<p>Understanding value and benefit is a key step to achieving the sustainable use of cultural resources and helping to reach a balanced, optimal mix of preservation, conservation and access, while assessing the relative opportunity costs of each component.</p>	
<p>Indicators:</p> <p>2.5.1 Contribution of heritage on PCL&W to local, regional and national economic prosperity</p> <p>2.5.2 Contribution of heritage on PCL&W to individual and societal wellbeing</p>	

Indicator 2.5.1	<i>Contribution of heritage on PCL&W to local, regional and national economic prosperity</i>
<i>Description:</i>	This indicator measures the direct and indirect financial contribution of historic and cultural heritage, at a national and regional level, and

	contribution to New Zealand's overall image.
<i>Justification:</i>	It is important to have an objective estimate of the global value of historic and cultural heritage to justify the level of governmental and public resource investment.
<i>Comment:</i>	
<i>Measures:</i>	<p>2.5.1.1 Total economic benefits to the nation from heritage-based activity on PCL&W</p> <p>2.5.1.2 Value of historic and cultural heritage on PCL&W to New Zealand's image and brand</p>

Measure 2.5.1.1	<i>Total economic benefits to the nation from heritage-based activity on PCL&W</i>	
Intermediate Outcome:	2	Our history is brought to life and protected
Outcome Objective:	2.5	The benefits of people engaging with historic and cultural heritage on public conservation lands and waters are understood and valued
Indicator:	2.5.1	Contribution of heritage on PCL&W to local, regional and national economic prosperity
Status:	Draft	
Description		
<i>Overview</i>	Historic and cultural heritage on PCL&W, if well managed and promoted, will attract visitors and provide significant national employment.	
<i>Data elements</i>	<ul style="list-style-type: none"> National-level estimates of economic value of historic/cultural activity on PCL&W Regional surveys where historic/cultural activity is likely to be a significant contributor to a local economy 	
<i>Scale</i>	National to regional	
<i>Measurement and reporting frequency</i>	<ul style="list-style-type: none"> Once drivers are understood, annual estimates can be made at the national scale on the basis of other information (i.e. visitor numbers) Detailed assessment of particular locations needed from time to time to provide causal links and general understanding of drivers 	
<i>Data sources</i>	In part collected by tourism agencies	
<i>Information management</i>	DOC	

Analysis	
<i>Policy/management relevance</i>	A possible reporting measure as part of a general assessment of the total contribution of PCL&W to the national and regional economy.
<i>Conceptual basis and robustness</i>	Similar measures used for both private and public initiatives (for instance, to measure overall economic impact of stadia or event centres).
<i>Compatibility with other agencies</i>	This sort of measure should be of interest to agencies such as Tourism New Zealand.
<i>Links to other OMF indicators and measures</i>	Contributes to Indicator 3.4.1: <i>Contribution of recreation on PCL&W to local, regional and national economic prosperity</i> through sharing a common methodology, and visitor overlap as visits to historic places often have a physical recreation component.
<i>Implementation and cost</i>	Standard economic consultant projects or could suit MSc or PhD investigation.

Measure 2.5.1.2	<i>Value of historic and cultural heritage on PC&W to New Zealand's image and brand</i>	
Intermediate Outcome:	2	Our history is brought to life and protected
Outcome Objective:	2.5	The benefits of people engaging with historic and cultural heritage on public conservation lands and waters are understood and valued
Indicator:	2.5.1	Contribution of heritage on PCL&W to local, regional and national economic prosperity
Status:	Draft	
Description		
<i>Overview</i>	New Zealand's standing as a visitor destination is based to a large extent upon the qualities of our natural heritage. Against this backdrop, people recreating and engaging with our cultural and historic heritage on PCL&W provide iconic imagery and compelling stories that add significant value to New Zealand's brand equity.	
<i>Data elements</i>	Essentially an assessment carried out at multiyear intervals	
<i>Scale</i>	National	
<i>Measurement and reporting frequency</i>	Wide intervals of perhaps 5–10 years to capture long-term trends	
<i>Data sources</i>	DOC	
<i>Information management</i>	DOC	

Analysis	
<i>Policy/management relevance</i>	It is important to understand if investment in history and culture have non-financial pay-offs for the nation.
<i>Conceptual basis and robustness</i>	Image/brand investigations are well established at a company level, and there has been considerable effort put in to understanding and promoting the 'New Zealand' brand by organisations such as Fonterra and Air New Zealand.
<i>Compatibility with other agencies</i>	Considerable overlap with companies marketing travel to New Zealand and awareness of New Zealand as a brand.
<i>Links to other OMF indicators and measures</i>	Links to M3.4.1.3: <i>Value of recreation on PCL&W to New Zealand's image and brand</i> , and Indicator 4.5.2: <i>DOC brand development and awareness</i> .
<i>Implementation and cost</i>	Best carried out with assistance of other agencies such as Heritage New Zealand, Tourism New Zealand.

Indicator 2.5.2	<i>Contribution of heritage on PCL&W to individual and societal wellbeing</i>
<i>Description:</i>	This indicator measures the extent and nature of contribution historic and cultural heritage make to national wellbeing, cultural identity and social cohesion. This indicator is tightly connected to Outcome Objectives 2.1, 2.3, 2.4 and 2.5 and will also be informed by measures under each of them.
<i>Justification:</i>	Improved social outcomes are one of the primary DOC goals.
<i>Comment:</i>	
<i>Measure:</i>	2.5.2.1 Contribution to national, group and cultural identity and social cohesion from people engaging with heritage on PCL&W

Measure 2.5.2.1	<i>Contribution to national, group and cultural identity and social cohesion from people engaging with heritage on PCL&W</i>
Intermediate Outcome:	2 Our history is brought to life and protected
Outcome Objective:	2.5 The benefits of people engaging with historic and cultural heritage on public conservation lands and waters are understood and valued
Indicator:	2.5.2 Contribution of heritage on PCL&W to individual and societal wellbeing
Status:	Final

Description	
<i>Overview</i>	Better understanding of and engagement with New Zealand's culture and past can contribute to national wellbeing by promoting mutual understanding between groups, including newly arrived immigrants of increasingly varied ethnicity and by encouraging active intellectual and physical engagement. This is a topic which needs to be regularly considered by DOC to prevent a monocultural approach developing and to spark innovative ways of including hitherto weakly involved groups.
<i>Data elements</i>	In-depth studies focused on meaning of selected sites to particular cultural groups or communities.
<i>Scale</i>	National
<i>Measurement and reporting frequency</i>	Focused investigation
<i>Data sources</i>	DOC
<i>Information management</i>	DOC
Analysis	
<i>Policy/management relevance</i>	Advancing 'wellbeing' of New Zealand is a DOC goal, and it should be understood how far DOC activities are advancing it.
<i>Conceptual basis and robustness</i>	Standard sociological techniques
<i>Compatibility with other agencies</i>	NA
<i>Links to other OMF indicators and measures</i>	Broadly supported by most IO2 measures, and is strongly supported by Indicator 2.2.3 and Outcome Objective 2.1 in general.
<i>Implementation and cost</i>	Possibly an external consultant or university assistance required.