

4 Defining, assessing and improving heritage management systems

Table 10. Typical outcomes sought for World Heritage properties

<p>Outcome 1</p> <p>Objective: improved visitor satisfaction</p>	<p>Other outcomes influenced</p> <p>Increasing visitor awareness and support Promoting and safeguarding OUV and other cultural values</p>	<p>Outcome indicators <i>Establish if the objective has been achieved</i></p> <p>Quantity (length and number of visits) Quality (visitor satisfaction)</p>
<p>Outcome 2</p> <p>Objective: A thriving local community around the heritage property which benefits the heritage property</p>	<p>Other outcomes influenced</p> <p>Promoting and safeguarding OUV and other cultural values</p>	<p>Outcome indicators <i>Establish if the objective has been achieved</i></p> <p>Employment levels and other trends in local economic data Trends in social / environmental statistics e.g. crime, truancy, vandalism New forms of support for the heritage Nights spent in local hospitality annually by visitors Regional tourism, return visits</p>
<p>Outcome 2</p> <p>Objective: Safeguarding OUV and other cultural values</p>	<p>Other outcomes influenced</p> <p>A thriving local community around the heritage property which benefits the heritage property Visitor satisfaction</p>	<p>Outcome indicators <i>Establish if the objective has been achieved</i></p> <p>[In some cases, the level to which an objective has been achieved can only be understood by assessing the processes and outputs contributing. See below]</p>

Table 10 also highlights how some outcomes can be measured directly, the case of visitor satisfaction. Other outcomes, such as the well-being of the local community, can be measured directly but with indicators that that could be influenced by other factors – other visitor attractions could be increasing overnight visitor presence in the local area – and are thus unreliable (see Process 3, Monitoring). In some cases, an outcome is so broad that it is difficult to identify an indicator that measures it directly. This is the case of the most important outcome for World Heritage: safeguarding OUV and other cultural values.

Choosing indicators for monitoring and assessing outcomes

Indicators to monitor the outcomes should be selected during the planning process, following the advice already offered on indicators (Process 3; Monitoring, 4.3). Appendix A describes sample indicators that were adopted for assessing successful outcomes for Stonehenge (UK).

Heritage processes and outputs can contribute to more than one outcome (see also below): site improvements to manage visitors better can help to protect the OUV (multiple itineraries and rotational visits that reduce wear and tear) while also contributing to the wider outcome of a healthier local economy for surrounding communities (a greater number and variety of visitors to the locality). See under 'Result 2, Outputs' on p.104.