

Outcome 3	Outcome indicators	Output(s)	Process / Output indicators	Heritage process(es)
Safeguarding OUV and other cultural values	[If no effective outcome indicators found, resort to evaluating relevant outputs and processes]	<i>First output:</i> Repaired roofs <i>Second outputs:</i> Reduced long-term costs of site care Simplified maintenance procedures	Quantity (number and total area) Effectiveness (design and lifespan) Timeliness Cost (fair pricing, ease of access for maintenance) Environment (0km materials)	Example 1: Repair unstable and leaking roofs threatening an attribute of the property and establishing long-term maintenance access routes
		<i>First output:</i> New data <i>Second output:</i> Statistics, trends <i>Tertiary outputs:</i> Understanding decay mechanisms Improved conservation approaches Cheaper and simplified maintenance	Quantity (data, timeframes) Quality (data redundancy, accuracy and relevance) Timeliness (seasonal fluctuations) Cost (sustainable by routine funding) Data access / usage	Example 2: Environmental monitoring, followed by data analysis

As Table 11 shows, in order to achieve a single or several outcomes, heritage processes (see Part 4.3) produce multiple outputs, often in a variety of timeframes. When successful, the combined impact of output identification and delivery ensures that the management system reaches the objectives of interest to all stakeholders.

Monitoring and assessing outputs

The examples in the Table 11 illustrate the variety of outcomes that might be sought and the diverse outputs that may contribute to them (also sequentially where a series of consecutive outputs lead to the outcome). The table also identifies some of the possible output indicators (using general advice already offered on indicators in Process 3, Monitoring, Part 4.3). Have outcomes that are difficult to measure been achieved by measuring the extent to which outputs have been delivered? See Appendix A for sample indicators adopted for Stonehenge (UK).

Choosing output indicators

The outputs to be monitored should be decided in advance, preferably when the annual work plan or the overall management plan is being developed (see Part 4.3 Planning, and Appendix A on management planning).

For assessing outputs, it is important to compare progress against the targets set in work programmes for a property. The more tangible nature of outputs, compared with other results of the management system, makes it fairly easy to identify impartial indicators that measure this annual 'productivity'. (By 'impartial indicators' we mean that the same information would be collected, irrespective of the collector, and therefore would not be subject to personal bias).