

Intermediate Outcome 3: New Zealanders and our visitors are enriched by outdoor experiences

Outcome Objective 3.1	<i>Demand for recreation experiences using public conservation lands and waters is understood</i>
<p>New Zealanders and international tourists engage in a range of nature and heritage based experiences. DOC and its partners provide some of these experiences using public conservation lands and waters (PCL&W). DOC needs to understand what people want to do, and where, to direct the provision of these experiences to meet the greatest number of people's needs, and to grow participation.</p>	
<p>Indicators:</p> <p>3.1.1 Current demand for recreation on PCL&W</p> <p>3.1.2 Latent and future demand for recreation on PCL&W</p> <p>3.1.3 National recreation and tourism trends</p>	

Indicator 3.1.1	<i>Current demand for recreation on PCL&W</i>
<i>Description</i>	As in title
<i>Justification</i>	<p>Measuring changes in the scale of recreation on PCL&W enables DOC to track progress, gauge demand, and demonstrate if needs are being met by managing expectations and recreational experiences. This in turn informs DOC on the effectiveness of investment and management decisions. Utilisation of DOC land and facilities as determined by measuring visitor activity is fundamental information for a wide range of DOC activities, planning and reporting.</p>
<i>Comment</i>	<p>In the absence of utilisation data, managers will rely instead on perception and intuition. Therefore, capturing the scale of visitor use is essential to planning, and avoiding misallocation of resources.</p> <p>There are two ways of measuring utilisation:</p> <ol style="list-style-type: none"> 1. Through an annual population participation survey that determines those who have visited a public conservation area (currently reported on); and 2. Direct counts of visitors at specific sites and times (reported on for iconic sites). <p>The population-based survey is useful in showing national level engagement in recreation on public conservation land, and a rough indication of what sort of recreational activity was carried out. However, the actual activity counts and their trends are the only data useful for planning purposes because of the site-specific usage patterns.</p>
<i>Measures</i>	3.1.1.1 Outdoor recreation demand being met by DOC on PCL&W: number of participants by activity; destination category;

	experience; etc.
	3.1.1.2 Demographic/psychographic profiles of recreationists on PCL&W

Measure 3.1.1.1	<i>Outdoor recreation demand being met by DOC on PCL&W: number of participants by activity; destination category; experience; etc.</i>
Note: This template also covers M2.2.1.1: <i>Heritage demand being met by DOC on PCL&W: number of participants by heritage type; destination category; experience; etc.</i>	
Intermediate Outcome	3 New Zealanders and our visitors are enriched by outdoor experiences
Outcome Objective	3.1 Demand for recreation experiences using public conservation lands and waters is understood
Indicator	3.1.1 Current demand for recreation on PCL&W
Status	Final
Description	
<i>Overview</i>	Provides basic reporting data of recreation and historic place engagement on PCL&W. A very well studied field with robust indicators. Direct counts of visitation at a range of sites within a region or even nationally has the potential for development of sophisticated models of visitor dynamics. National-level figures are strongly influenced by external factors such as value of the New Zealand dollar and economic growth in New Zealand and abroad. There are strong links between levels of visitation and other important factors such as perception of overcrowding, ecological impacts and economic impact. NB: This is a customer-based measure; cf. M3.2.3.1, which is an asset-based measure.
<i>Data elements</i>	<ul style="list-style-type: none"> • Survey of New Zealand population for broad participation trends • Ministry of Business, Innovation and Employment (MBIE)/Tourism New Zealand data and analysis • Data from DOC national visitor monitoring system consisting of activity counters or approved mechanisms for counting visits/visitors • At-site observations • Visitor intention information • Visitor web inquiries • Visitor numbers to DOC-managed destinations as estimated on- and off-site.
<i>Scale</i>	National
<i>Measurement and</i>	Continuous measurement supplemented by biennial survey/analysis

<i>reporting frequency</i>	
<i>Data sources</i>	DOC; MBIE; Tourism New Zealand
<i>Information management</i>	DOC; MBIE; Tourism New Zealand
Analysis	
<i>Policy/management relevance</i>	<ul style="list-style-type: none"> • Information to guide provision of infrastructure and other services • Important contextual data that will inform high-level policy decisions • As these data will underpin far-reaching decisions regarding provision of services, they are likely to be contested
<i>Conceptual basis and robustness</i>	<ul style="list-style-type: none"> • Interpretation needs contextual data (weather, visitor trends, population growth, cultural and ethnic mix change; see Booth 2006: type 1 for a fuller analysis). • Changes are strongly influenced by external factors such as value of the New Zealand dollar, economic growth in New Zealand and abroad, weather, and alternative attractions. • Standard well-tested techniques are available; new technology will increase accuracy and decrease cost of collection. • Erratic collection of data, use of different techniques, and problems with mechanical devices have to be overcome. • Care needs to be taken to ensure reliability of inferences made regarding usage figures for less well-patronised areas and infrastructure. Robust statistical models will be needed, and defensible comparative figures obtained.
<i>Compatibility with other agencies</i>	Similar data collected by MBIE and Tourism New Zealand
<i>Links to other OMF indicators and measures</i>	Strong links with all the other measures in Outcome Objectives 3.1 and 2.2
<i>Implementation and cost</i>	<ul style="list-style-type: none"> • Would suit contractors or university student work • Relies on DOC's national visitor monitoring system and on other agencies collecting and analysing visitor data • Costs discussed in document • If combined with other visitor studies, collection cost could be lowered

Measure *Demographic/psychographic profiles of recreationists on PCL&W*
3.1.1.2

Note: This template also covers M2.2.1.2: *Demographic/psychographic profiles of heritage visitors/customers on PCL&W.*

Intermediate Outcome	3 New Zealanders and our visitors are enriched by outdoor experiences
Outcome Objective	3.1 Demand for recreation experiences using public conservation lands and waters is understood
Indicator	3.1.1 Current demand for recreation on PCL&W
Status	Final
Description	
<i>Overview</i>	This measure moves beyond numbers to use surveys and in-depth research to understand the recreational demand on PCL&W areas and demand for historic place experiences.
<i>Data elements</i>	<ul style="list-style-type: none"> • Surveys to capture: <ul style="list-style-type: none"> – Activities, interests and opinions (AIOs) – Attitudes – Values – Behaviours—including motivations, preferences, choices, etc. – Influence—sources and flows – Lifestyles—particularly constraints • MBIE/Tourism New Zealand data and analysis
<i>Scale</i>	National
<i>Measurement and reporting frequency</i>	As this is for planning purposes, timing and frequency should be aligned with initiatives such as promotion and new or refurbished infrastructure
<i>Data sources</i>	DOC; MBIE; Tourism New Zealand
<i>Information management</i>	DOC; MBIE; Tourism New Zealand
Analysis	
<i>Policy/management relevance</i>	Needed for planning and allocation of resources
<i>Conceptual basis and robustness</i>	Standard sociological survey techniques
<i>Compatibility with other agencies</i>	Very well developed indicator as fundamental for marketing

<i>Links to other OMF indicators and measures</i>	<ul style="list-style-type: none"> Supported by other recreational measures Covers M2.2.1.2: <i>Demographic/psychographic profiles of heritage visitors/customers on PCL&W</i>
<i>Implementation and cost</i>	Needs specialists

Indicator 3.1.2	<i>Latent and future demand for recreation on PCL&W</i>
<i>Description</i>	As in title
<i>Justification</i>	Understanding what is of interest to non-participants, and the barriers to or enablers of participation, will assist DOC to meet their needs.
<i>Comment</i>	
<i>Measures</i>	<p>3.1.2.1 Outdoor recreation demand not being met by DOC, and proportion being met by other providers (e.g. territorial local authorities (TLAs); businesses; etc.): activity; location; experience; etc. [Template also covers M2.2.2.1: <i>Heritage experience demand not being met by DOC, and proportion being met by other providers (e.g. Heritage New Zealand; TLAs; businesses; etc.): type; location; experience; etc.</i>]</p> <p>3.1.2.2 Demographic/psychographic profiles of non-participants in recreation experiences on PCL&W [Template also covers M2.2.2.2: <i>Demographic/psychographic profiles of non-participants in heritage experiences on PCL&W</i>]</p> <p>3.1.2.3 Emerging/potential demand for activities on PCL&W [Template also covers M2.2.2.3: <i>Emerging/potential demand for heritage experiences on PCL&W</i>]</p>

Measure 3.1.2.1	<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>
Note: This template also covers M2.2.2.1: <i>Heritage experience demand not being met by DOC, and proportion being met by other providers (e.g. Heritage New Zealand; TLAs; businesses; etc.): type; location; experience; etc.</i>	
Intermediate Outcome	3 New Zealanders and our visitors are enriched by outdoor experiences
Outcome Objective	3.1 Demand for recreation experiences using public conservation lands and waters is understood
Indicator	3.1.2 Latent and future demand for recreation on PCL&W

Status	Final
Description	
<i>Overview</i>	Recreation and historic experiences on PCL&W do not occur in a vacuum. This measure aims to place DOC's contribution in the wider market context, discover whether there is unmet demand, and determine exactly what locations and experiences it concerns. Careful analysis may enable managers to distinguish those who would participate if the conditions were right, versus those who are effectively permanent non-participants.
<i>Data elements</i>	<ul style="list-style-type: none"> • Very broad concept so will have to be done at a relatively coarse level. • Will need magnitude estimates with appropriate metrics. • A series of questionnaires/surveys of various sorts done at both national and site scales. The essential question is: Is there some activity you would like to undertake on PCL&W but currently are not? • Straightforward analysis of information provided by other agencies and organisations.
<i>Scale</i>	National
<i>Measurement and reporting frequency</i>	Not a reporting metric, but will need to be done at reasonably regular intervals (2 years?) to stay current
<i>Data sources</i>	DOC (supplemented by other government agencies and businesses)
<i>Information management</i>	DOC
Analysis	
<i>Policy/management relevance</i>	<ul style="list-style-type: none"> • Strategic and comparative data • Underpinning data for estimating potential size of participating population • Guidance for targeting groups for increasing participation
<i>Conceptual basis and robustness</i>	Survey responses to open-ended questions about potential participation tend to err on the optimistic side. Careful analysis will be needed to determine what the actual latent demand within the population is, versus those who have no interest in participating.
<i>Compatibility with other agencies</i>	Standard measures
<i>Links to other OMF indicators and measures</i>	<ul style="list-style-type: none"> • Covers M2.2.2.1: <i>Heritage experience demand not being met by DOC, and proportion being met by other providers (e.g. Heritage New Zealand; TLAs; businesses; etc.): type; location; experience; etc.</i>

	<ul style="list-style-type: none"> • Tightly linked with M3.1.2.2 and M3.1.2.3 • Will be used in conjunction with other IO3 measures detailing DOC activities.
<i>Implementation and cost</i>	<ul style="list-style-type: none"> • Feasible, but cost dependent on thoroughness and scope of project • Standard in-house analysis

Measure 3.1.2.2		<i>Demographic/psychographic profiles of non-participants in recreation experiences on PCL&W</i>	
Note: This template also covers M2.2.2.2: <i>Demographic/psychographic profiles of non-participants in heritage experiences on PCL&W.</i>			
Intermediate Outcome	3	New Zealanders and our visitors are enriched by outdoor experiences	
Outcome Objective	3.1	Demand for recreation experiences using public conservation lands and waters is understood	
Indicator	3.1.2	Latent and future demand for recreation on PCL&W	
Status	Final		
Description			
<i>Overview</i>	Non-participation in recreational activity is an increasing concern as regards the New Zealand population. DOC needs to understand what factors underlie non-participation so as to inform potential remedial action and marketing. Little is known about participation in historic heritage activities. This measure follows M3.1.2.1 and explores the various factors that assist or inhibit conversion of latent intent into activity. Recreation is changing rapidly, as are the population composition and age structure of New Zealand. There is a need to assess why some do not participate in activities on PCL&W and why others are motivated.		
<i>Data elements</i>	<ul style="list-style-type: none"> • Survey done at multi-annual intervals • Surveys to capture <ul style="list-style-type: none"> – Activities, interests, opinions (AIOs) – Attitudes – Values – Behaviours—including motivations, preferences, choices, etc. – Influence—sources and flows – Lifestyles—including constraints, etc. 		
<i>Scale</i>	National		
<i>Measurement and</i>	Not a reporting measure		

<i>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 for management guidance as fundamental to achieving more usage • Should provide underpinning for recreational marketing campaigns
<i>Conceptual basis and robustness</i>	Well established survey techniques
<i>Compatibility with other agencies</i>	Information of wide interest
<i>Links to other OMF indicators and measures</i>	<ul style="list-style-type: none"> • Supports other Indicator 3.1.2 measures • Covers M2.2.2.2: <i>Demographic/psychographic profiles of non-participants in heritage experiences on PCL&W</i>
<i>Implementation and cost</i>	Specialist survey will need contractors; best developed as part of a commissioned project

Measure	
3.1.2.3	<i>Emerging/potential demand for activities on PCL&W</i>
Note: This template also covers M2.2.2.3: <i>Emerging/potential demand for heritage experiences on PCL&W.</i>	
Intermediate Outcome	3 New Zealanders and our visitors are enriched by outdoor experiences
Outcome Objective	3.1 Demand for recreation experiences using public conservation lands and waters is understood
Indicator	3.1.2 Latent and future demand for recreation on PCL&W
Status	Final
Description	
<i>Overview</i>	The activity mix on PCL&W is changing and this has large implications for DOC provision and services and infrastructure. This is essentially an intelligence gathering exercise to ensure that DOC understands emerging trends and needs. Provision of heritage-based experiences is undergoing rapid evolution as can be seen with the constant churn in our major museums. DOC needs to be abreast of these developments and assessing them for potential implementation.
<i>Data elements</i>	<ul style="list-style-type: none"> • Site observations on PCL&W

	<ul style="list-style-type: none"> • Literature scan • Magazine/other media comment • Study visits by DOC recreational staff to overseas parks with similar usage profiles
<i>Scale</i>	National
<i>Measurement and reporting frequency</i>	As this is an intelligence gathering exercise, it should be a continuous activity
<i>Data sources</i>	DOC, but other agencies (Tourism New Zealand) should have information, as well as university recreational departments
<i>Information management</i>	
Analysis	
<i>Policy/management relevance</i>	Management should from time to time assess compiled information from DOC and other New Zealand and international sources about changing trends in recreational activity. Possibly delivered as an annual briefing.
<i>Conceptual basis and robustness</i>	Not a metric as such, but a summary of existing information
<i>Compatibility with other agencies</i>	Similar activities carried out by business and recreational agencies
<i>Links to other OMF indicators and measures</i>	<ul style="list-style-type: none"> • Supported by other recreational measures • Covers M2.2.2.3: <i>Emerging/potential demand for heritage experiences on PCL&W</i>
<i>Implementation and cost</i>	<ul style="list-style-type: none"> • Best done in-house as a routine scanning activity • Assessments could be commissioned on an as-needed basis • A relatively inexpensive exercise as largely desktop based

Outcome Objective 3.2	<i>Facilities, services and marketing support recreation experiences demanded</i>
DOC recreation-orientated facilities and services being diverse, fit for purpose, safe, 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.	
Indicators:	
3.2.1 Current portfolio of recreation experiences provided	
3.2.2 Opportunities, facilities and services provided meet customer expectations and preferences	
3.2.3 Financial performance of destinations, experiences, facilities and services	

3.2.4 Marketing, communication and outreach grow awareness and selection of DOC destinations, experiences, facilities and services

Indicator 3.2.1	<i>Current portfolio of recreation experiences provided</i>
<i>Description</i>	As in title
<i>Justification</i>	By monitoring a wide range of nature- and heritage-based experiences offered on PCL&W, DOC can determine where demand may or may not be met.
<i>Comment</i>	
<i>Measures</i>	<p>3.2.1.1. Portfolio of experiences provided: type; activity; location; destination category; etc. [Template also covers M2.3.1.1: <i>Portfolio of heritage experiences provided: type; management status; destination; Destination Management Framework (DMF) class; etc.</i>]</p> <p>3.2.1.2 Inventory of capital assets provided to support experiences on PCL&W: experience; type; activity; location; destination category; etc. [Template also covers M2.3.1.2: <i>Inventory of capital assets protected and provided to support heritage experiences on PCL&W: type; management status; destination category; DMF class; etc.</i>]</p> <p>3.2.1.3 Portfolio of experiences provided is aligned with current market and adapts to market changes/trends [Template also covers M2.3.1.3: <i>Portfolio of heritage experiences provided is aligned with current market and adapts to market changes/trends</i>]</p>

Measure 3.2.1.1	<i>Portfolio of experiences provided: type; activity; location; destination category; etc.</i>	
Note: This template also covers M2.3.1.1: <i>Portfolio of heritage experiences provided: type; management status; destination category; etc.</i>		
Intermediate Outcome	3	New Zealanders and our visitors are enriched by outdoor experiences
Outcome Objective	3.2	Facilities, services and marketing support recreation experiences demanded
Indicator	3.2.1	Current portfolio of recreation experiences provided
Status	Final	
Description		

<i>Overview</i>	Fundamental inventory information needed to underpin other measures and to document DOC provision
<i>Data elements</i>	Inventory of experiences according to type and location
<i>Scale</i>	National
<i>Measurement and reporting frequency</i>	Basic information that should be kept up to date and reported on when needed
<i>Data sources</i>	DOC
<i>Information management</i>	DOC
Analysis	
<i>Policy/management relevance</i>	Fundamental background information
<i>Conceptual basis and robustness</i>	Straightforward inventory
<i>Compatibility with other agencies</i>	Compatible
<i>Links to other OMF indicators and measures</i>	<ul style="list-style-type: none"> • Supports all Outcome Objective 3.1 measures • Covers M2.3.1.1: <i>Portfolio of heritage experiences provided: type; management status; destination; DMF class; etc.</i>
<i>Implementation and cost</i>	Routine data collection

Measure 3.2.1.2	
<i>Inventory of capital assets provided to support experiences on PCL&W: experience; type; activity; location; destination category; etc.</i>	
Note: This template also covers M2.3.1.2: <i>Inventory of capital assets protected and provided to support heritage experiences on PCL&W: type; management status; destination category; DMF class; etc.</i>	
Intermediate Outcome	3 New Zealanders and our visitors are enriched by outdoor experiences
Outcome Objective	3.2 Facilities, services and marketing support recreation experiences demanded
Indicator	3.2.1 Current portfolio of recreation experiences provided
Status	Final
Description	
<i>Overview</i>	An up-to-date assessment of capital assets and their fitness for purpose is needed to underpin decision-making concerning provision

	of experiences on PCL&W
<i>Data elements</i>	Inventory of assets
<i>Scale</i>	National
<i>Measurement and reporting frequency</i>	Ongoing
<i>Data sources</i>	DOC
<i>Information management</i>	DOC
Analysis	
<i>Policy/management relevance</i>	<ul style="list-style-type: none"> • Critical input into capital expenditure decisions • Justification for decommissioning obsolete investments
<i>Conceptual basis and robustness</i>	Standard business analysis
<i>Compatibility with other agencies</i>	Compatible
<i>Links to other OMF indicators and measures</i>	<ul style="list-style-type: none"> • Supports and in turn is underpinned by other measures in Outcome Objective 3.2 • Links to M2.1.1.1: <i>Historic places, archaeological sites and archaeological landscapes on PCL&W are documented and under appropriate management</i> • Covers M2.3.1.2: <i>Inventory of capital assets protected and provided to support heritage experiences on PCL&W: type; management status; destination category; DMF class; etc.</i>
<i>Implementation and cost</i>	<ul style="list-style-type: none"> • In-house • Should be inexpensive if combined with other measures such as standards and health and safety checks

Measure 3.2.1.3		<i>Portfolio of experiences provided is aligned with current market and adapts to market changes/trends</i>	
Note: This template also covers M2.3.1.3: <i>Portfolio of heritage experiences provided is aligned with current market and adapts to market changes/trends.</i>			
Intermediate Outcome	3	New Zealanders and our visitors are enriched by outdoor experiences	
Outcome Objective	3.2	Facilities, services and marketing support recreation experiences demanded	
Indicator	3.2.1	Current portfolio of recreation experiences provided	
Status	Final		

Description	
<i>Overview</i>	Rapid changes in recreational and historic experience preferences increases the risk that DOC will provide and market unwanted or poorly subscribed experiences. This measure gives assurance that DOC is abreast of current trends.
<i>Data elements</i>	<ul style="list-style-type: none"> • Inventory of experiences • Analysis of social media • Fact-finding in other overseas markets
<i>Scale</i>	
<i>Measurement and reporting frequency</i>	Every 3 years is probably sufficient to ensure thinking is regularly reviewed
<i>Data sources</i>	DOC
<i>Information management</i>	DOC
Analysis	
<i>Policy/management relevance</i>	<ul style="list-style-type: none"> • Future-proofing • Guidance for investment
<i>Conceptual basis and robustness</i>	Standard business methodology/analysis
<i>Compatibility with other agencies</i>	Compatible
<i>Links to other OMF indicators and measures</i>	<ul style="list-style-type: none"> • Informed by Indicator 3.1.2 • Derived from other Indicator 3.2.1 measures • Covers M2.3.1.3: <i>Portfolio of heritage experiences provided is aligned with current market and adapts to market changes/trends</i>
<i>Implementation and cost</i>	<ul style="list-style-type: none"> • Not time-sensitive • Suitable for in-house business analysis • Should be relatively inexpensive if in-house expertise available

Indicator 3.2.2	<i>Opportunities, facilities and services 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
<i>Comment</i>	

<i>Measures:</i>	<p>3.2.2.1 Facilities and services meet all relevant statutory and sector requirements and obligations</p> <p>3.2.2.2 Experiences, facilities and services provided reflect the expectations and preferences of intended customers [Template also covers M2.3.2.2: <i>Heritage products provided reflect the expectations and preferences of intended customers</i>]</p> <p>3.2.2.3 Experiences, facilities and services provided are safe for intended customers [Template also covers M2.3.2.3: <i>Heritage products provided are safe for intended customers</i>]</p>
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Measure 3.2.2.1		<i>Facilities and services meet all relevant statutory and sector requirements and obligations</i>	
Intermediate Outcome	3	New Zealanders and our visitors are enriched by outdoor experiences	
Outcome Objective	3.2	Facilities, services and marketing support recreation experiences demanded	
Indicator	3.2.2	Opportunities, facilities and services provided meet customer expectations and preferences	
Status	Final		
Description			
<i>Overview</i>	A compliance measure which should be carefully collected and assessed to ensure standards do not drift		
<i>Data elements</i>	<ul style="list-style-type: none"> • Standard checks of physical infrastructure on a rolling basis • Compliance with Building Act, gas and drinking water standards, Resource Management Act (RMA), conservation management strategies (CMSs), national park management plans and campground regulations • Health and safety compliance • Service standard training requirements met • Complaints logged and action taken • Survey of selected services to determine standards 		
<i>Scale</i>	National		
<i>Measurement and reporting frequency</i>	Ongoing; standard annual assessment		
<i>Data sources</i>	DOC		
<i>Information management</i>	DOC		

Analysis	
<i>Policy/management relevance</i>	Critical information for maintaining standards
<i>Conceptual basis and robustness</i>	<ul style="list-style-type: none"> • Mostly standard checking • Survey of services could follow well-established protocols from the commercial services sector
<i>Compatibility with other agencies</i>	Standard assessment
<i>Links to other OMF indicators and measures</i>	Fundamental to all of IO3
<i>Implementation and cost</i>	<ul style="list-style-type: none"> • In-house checks of infrastructure and compliance are already routine • Survey of services probably contracted

Measure 3.2.2.2	
<i>Experiences, facilities and services provided reflect the expectations and preferences of intended customers</i>	
Note: This template also covers M2.3.2.2: <i>Heritage products provided reflect the expectations and preferences of intended customers.</i>	
Intermediate Outcome	3 New Zealanders and our visitors are enriched by outdoor experiences
Outcome Objective	3.2 Facilities, services and marketing support recreation experiences demanded
Indicator	3.2.2 Opportunities, facilities and services provided meet customer expectations and preferences
Status	Final
Description	
<i>Overview</i>	There are continuous developments in the attributes and benefits sought from and designed into tourism experiences, facilities and services, and these shape visitor expectations. DOC must be vigilant to ensure its offerings at least match these evolving expectations.
<i>Data elements</i>	<ul style="list-style-type: none"> • Visitor surveys of various forms • Best combined with other surveys of visitor intent, satisfaction etc.
<i>Scale</i>	National
<i>Measurement and reporting frequency</i>	Probably best done as a rolling review of selected sites and services
<i>Data sources</i>	DOC

<i>Information management</i>	DOC
Analysis	
<i>Policy/management relevance</i>	Should govern decisions made as to upgrading, training etc.
<i>Conceptual basis and robustness</i>	<ul style="list-style-type: none"> Well understood methodology Will need benchmarking against similar operations to be useful
<i>Compatibility with other agencies</i>	<ul style="list-style-type: none"> Widely used internationally and commercially Comparable information for benchmarking should be available
<i>Links to other OMF indicators and measures</i>	<ul style="list-style-type: none"> Supported by M3.2.2.1 Covers M2.3.2.2: <i>Heritage products provided reflect the expectations and preferences of intended customers</i>
<i>Implementation and cost</i>	<ul style="list-style-type: none"> Should be done by outside contractors Needs to be done in peak seasons

Measure 3.2.2.3	<i>Experiences, facilities and services provided are safe for intended customers</i>	
Note: This template also covers M2.3.2.3: <i>Heritage products provided are safe for intended customers.</i>		
Intermediate Outcome	3	New Zealanders and our visitors are enriched by outdoor experiences
Outcome Objective	3.2	Facilities, services and marketing support recreation experiences demanded
Indicator	3.2.2	Opportunities, facilities and services provided meet customer expectations and preferences
Status	Final	
Description		
<i>Overview</i>	Recreation on PCL&W has an elevated level of risk to human life and safety because of difficult terrain, unpredictable weather and the often extreme activities carried out there. While DOC has no responsibility for deaths and injuries on PCL&W besides those arising from its own negligence and affecting its own staff, it nevertheless has a duty of care. DOC should therefore as a matter of course be aware of safety-related events in case it can mitigate if not totally eliminate them.	
<i>Data elements</i>	<ul style="list-style-type: none"> DOC staff reports DOC incident reports Media reports 	

	<ul style="list-style-type: none"> • Coroner reports • Contacts with local medical centres, rescue organisations and hospitals • ACC • New Zealand Police
<i>Scale</i>	National
<i>Measurement and reporting frequency</i>	Continuous; probably should be reported on annually
<i>Data sources</i>	Various, including DOC and public and private health and rescue organisations
<i>Information management</i>	DOC
Analysis	
<i>Policy/management relevance</i>	<ul style="list-style-type: none"> • It is possible that DOC may in the future be requested to take action to prevent death and injury, and this information would provide a good basis for action. • Low-cost measures to improve health and safety or to improve those already in place could be devised.
<i>Conceptual basis and robustness</i>	Some thought will have to be given to securing good information on visitor risk perception and visitor decision-making associated with serious injury/death, defining it as such, and acquiring relevant contextual information.
<i>Compatibility with other agencies</i>	Compatible
<i>Links to other OMF indicators and measures</i>	<ul style="list-style-type: none"> • Links to infrastructural measures in this Outcome Objective • Covers M2.3.2.3: <i>Heritage products provided are safe for intended customers</i>
<i>Implementation and cost</i>	<ul style="list-style-type: none"> • A permanent scan and alert system would be needed so that contextual information interviews could be done in a timely fashion. • Should be relatively inexpensive as would combine well with ranger obligations in high-risk areas

Indicator 3.2.3	<i>Financial performance of destinations, experiences, facilities and services</i>
<i>Description</i>	Establishes efficiency of DOC's use of capital and operational funds in the provision of outdoor recreation opportunities.
<i>Justification</i>	A fundamental management question is whether or not the financial investment in outdoor recreation is optimal with regard to the outputs

	desired. DOC has inherited and built up a large portfolio of visitor assets which needs constant maintenance and, from time to time, development. A rigorous approach to investment in recreation opportunities is needed that must be informed by data on utilisation for a range of purposes, 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.
<i>Measures</i>	<p>3.2.3.1 Utilisation of recreation facilities and services: by type; experience; location; destination category; etc. [Template also covers M2.3.3.1: <i>Utilisation of heritage sites, facilities and services: by type; experience; destination category; management status; etc.</i>]</p> <p>3.2.3.2 Cost-effectiveness and cost-benefit profiles of recreation facilities and services: by type; experience; location; destination category; etc. [Template also covers M2.3.3.2: <i>Cost-effectiveness and cost-benefit profiles of heritage facilities and services: by type; experience; destination category; management status; etc.</i>]</p>

Measure 3.2.3.1		<i>Utilisation of recreation facilities and services: by type; experience; location; destination category; etc.</i>	
Note: This template also covers M2.3.3.1: <i>Utilisation of heritage sites, facilities and services: by type; experience; destination category; management status; etc.</i>			
Intermediate Outcome	3	New Zealanders and our visitors are enriched by outdoor experiences	
Outcome Objective	3.2	Facilities, services and marketing support recreation experiences demanded	
Indicator	3.2.3	Financial performance of destinations, experiences, facilities and services	
Status	Final		
Description			
<i>Overview</i>	Measures how hard recreation and historic assets are being worked. Utilisation rates are the most effective measure of the total volume of benefits/utility being accrued by people from DOC's investments in recreational infrastructure. They also inform short-, medium- and long-term management regimes. Required to generate cost-effectiveness and cost-benefit analyses. NB: This is an asset-based measure; cf. M3.1.1.1, which is a customer-based measure.		

<i>Data elements</i>	<ul style="list-style-type: none"> • Utilisation rates—facilities and services <ul style="list-style-type: none"> – Number of visits/selections/activations/etc. • Utilisation profiles—facilities and services <ul style="list-style-type: none"> – Seasonal – Geographical – Cultural/Historic – Weather sensitivity
<i>Scale</i>	National
<i>Measurement and reporting frequency</i>	<ul style="list-style-type: none"> • Annual • Ongoing
<i>Data sources</i>	DOC
<i>Information management</i>	DOC
Analysis	
<i>Policy/management relevance</i>	Essential information to underpin decisions on investment/disinvestment in facilities and services
<i>Conceptual basis and robustness</i>	Standard metrics
<i>Compatibility with other agencies</i>	Standard metrics
<i>Links to other OMF indicators and measures</i>	<ul style="list-style-type: none"> • Informed by M3.1.1.1 • Informs M3.2.3.2 and M2.3.3.2 • Covers M2.3.3.1: <i>Utilisation of heritage sites, facilities and services: by type; experience; destination category; management status, etc.</i>
<i>Implementation and cost</i>	Relies on DOC activity counter network. Aside from facilities that need booking, this is relatively expensive information to collect as some form of monitoring is needed, and this typically involves purchase and installation of remote-sensing equipment. This equipment is deployed as part of planned network expansion or when there is a direct question to be answered about decommissioning or upgrading.

Measure 3.2.3.2 *Cost-effectiveness and cost-benefit profiles of recreation facilities and services: by type; experience; location; destination category; etc.*

Note: This template also covers M2.3.3.2: *Cost-effectiveness and cost-benefit profiles of heritage facilities and services: by type; experience; destination category; management status; etc.*

Intermediate Outcome	3 New Zealanders and our visitors are enriched by outdoor experiences
Outcome Objective	3.2 Facilities, services and marketing support recreation experiences demanded
Indicator	3.2.3 Financial performance of destinations, experiences, facilities and services
Status	Final
Description	
<i>Overview</i>	The ultimate measure of the financial efficiency of DOC's investment in, and operation of, recreational opportunities on PCL&W
<i>Data elements</i>	<ul style="list-style-type: none"> • Full financial analysis of operational cost of facilities and services according to standard accounting practice • Metrics of output by: type; experience; destination; DMF class; etc.: <ul style="list-style-type: none"> – Revenue/expenditure/net cost per visit – Revenue/expenditure/net cost per visitor
<i>Scale</i>	National
<i>Measurement and reporting frequency</i>	<ul style="list-style-type: none"> • Ongoing • Annual portfolio analysis • In-depth analysis of selected facilities on rotating basis
<i>Data sources</i>	DOC
<i>Information management</i>	DOC
Analysis	
<i>Policy/management relevance</i>	Essential information to underpin decisions on investment/disinvestment in facilities or services
<i>Conceptual basis and robustness</i>	<ul style="list-style-type: none"> • Standard economic analyses • Basis for comparison across differing facilities and services needs to be established
<i>Compatibility with other agencies</i>	Standard metrics
<i>Links to other OMF indicators and measures</i>	<ul style="list-style-type: none"> • Some data derived from M3.2.3.1 • Covers M2.3.3.2: <i>Cost-effectiveness and cost-benefit profiles of heritage facilities and services: by type; experience; destination category; management status; etc.</i>
<i>Implementation and cost</i>	<ul style="list-style-type: none"> • Analysis can be done in-house

	<ul style="list-style-type: none"> • Key information already available • Sophisticated analysis routinely undertaken
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Indicator 3.2.4	<i>Marketing, communication and outreach grow awareness and selection of DOC destinations, experiences, facilities and services</i>
<i>Description</i>	As in title
<i>Justification</i>	Understanding how successful DOC has been in driving increased awareness and participation will enable better marketing decisions.
<i>Comment</i>	
<i>Measures</i>	<p>3.2.4.1 DOC destinations, experiences, facilities, and services are communicated and marketed [Template also covers M2.3.4.1: <i>DOC heritage destinations and products are communicated and marketed</i>]</p> <p>3.2.4.2 Awareness and selection of DOC destinations, experiences, facilities and services [Template also covers M2.3.4.2: <i>Awareness and selection of DOC heritage destinations, experiences, facilities and services marketed</i>]</p>

Measure 3.2.4.1	<i>DOC destinations, experiences, facilities, and services are communicated and marketed</i>	
Note: This template also covers M2.3.4.1: <i>DOC heritage destinations and products are communicated and marketed.</i>		
Intermediate Outcome	3	New Zealanders and our visitors are enriched by outdoor experiences
Outcome Objective	3.2	Facilities, services and marketing support recreation experiences demanded
Indicator	3.2.4	Marketing, communication and outreach grow awareness and selection of DOC destinations, experiences, facilities and services
Status	Final	
Description		
<i>Overview</i>	This is a measure of the effectiveness of DOC's marketing, communication and outreach activities at shaping the preferences and choices of the public.	
<i>Data elements</i>	<ul style="list-style-type: none"> • Marketing expenditure broken down by destination/experience and media type • Extent to which DOC destinations/experiences are marketed 	

<i>Scale</i>	National
<i>Measurement and reporting frequency</i>	Data collected continuously but evaluation needed only from time to time.
<i>Data sources</i>	DOC
<i>Information management</i>	DOC
Analysis	
<i>Policy/management relevance</i>	Fundamental background information on expenditure
<i>Conceptual basis and robustness</i>	Standard business practice
<i>Compatibility with other agencies</i>	Standard business practice
<i>Links to other OMF indicators and measures</i>	<ul style="list-style-type: none"> • Underpins M3.2.4.2 • Covers M2.3.4.1: <i>DOC heritage destinations and products are communicated and marketed</i>
<i>Implementation and cost</i>	<ul style="list-style-type: none"> • Standard accounting procedures • Inexpensive and part of standard business processes

Measure 3.2.4.2	
<i>Awareness and selection of DOC destinations, experiences, facilities, and services</i>	
Note: This template also covers M2.3.4.2: <i>Awareness and selection of DOC heritage destinations, experiences, facilities and services marketed.</i>	
Intermediate Outcome	3 New Zealanders and our visitors are enriched by outdoor experiences
Outcome Objective	3.2 Facilities, services and marketing support recreation experiences demanded
Indicator	3.2.4 Marketing, communication and outreach grow awareness and selection of DOC destinations, experiences, facilities and services
Status	Final
Description	
<i>Overview</i>	This is a measure of the effectiveness of DOC's marketing, communication and outreach activities at shaping the preferences and choices of the public.
<i>Data elements</i>	<ul style="list-style-type: none"> • Standard advertising effectiveness metrics • Data collected by website or survey inquiries (i.e. How did you

	hear about it?) <ul style="list-style-type: none"> Utilisation data
<i>Scale</i>	National
<i>Measurement and reporting frequency</i>	<ul style="list-style-type: none"> Ongoing In relation to specific initiatives
<i>Data sources</i>	DOC
<i>Information management</i>	DOC
Analysis	
<i>Policy/management relevance</i>	<ul style="list-style-type: none"> Advertising/marketing is expensive; putting aside a part of that budget to assess effectiveness makes sense Will underpin decisions to intensify, withdraw or reconfigure activities
<i>Conceptual basis and robustness</i>	Standard business practice
<i>Compatibility with other agencies</i>	Standard metric
<i>Links to other OMF indicators and measures</i>	<ul style="list-style-type: none"> Informed by M3.2.3.1 Will be supported by other IO3 measures concerning site visits etc. Covers M2.3.4.2: <i>Awareness and selection of DOC heritage destinations, experiences, facilities and services marketed</i>
<i>Implementation and cost</i>	<ul style="list-style-type: none"> Tied to marketing timetable Specialist input probably required Expensive and will probably only be done for larger efforts

Outcome Objective 3.3	<i>DOC works with others to achieve recreational goals</i>
<p>Many individuals and groups work alongside DOC to grow participation. By measuring different aspects of these partnerships from the input of time and money through to the benefits that are obtained, DOC can measure the difference that is being made by working with others. DOC also needs to understand the wider context that it works in to ensure that the experiences provided within PCL&W complement those provided by others.</p>	
<p>Indicators:</p> <p>3.3.1 Contributions of DOC's partners to provision of recreational opportunities, facilities and services on PCL&W</p> <p>3.3.2 Quality of engagement with stakeholders</p>	

Indicator 3.3.1	<i>Contributions of DOC's partners to provision of recreational opportunities, facilities and services on PCL&W</i>
<i>Description</i>	As in title
<i>Justification</i>	Partnering with others is a core strategic focus for DOC. Iwi, businesses, 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's outdoor recreation needs to be met. DOC needs to understand what its partners' activities are and where they 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>3.3.1.1 Community and whānau, hapū and iwi contributions to recreational opportunities, facilities and services on PCL&W</p> <p>3.3.1.2 Business contributions to recreational opportunities, facilities and services on PCL&W</p> <p>3.3.1.3 DOC investment in recreation partnerships on PCL&W</p>

Measure 3.3.1.1	<i>Community and whānau, hapū and iwi contributions to recreational opportunities, facilities and services on PCL&W</i>
Intermediate Outcome	3 New Zealanders and our visitors are enriched by outdoor experiences
Outcome Objective	3.3 DOC works with others to achieve recreational goals
Indicator	3.3.1 Contributions of DOC's partners to provision of recreational opportunities, facilities and services on PCL&W
Status	Final
Description	
<i>Overview</i>	DOC's community and whānau, hapū and iwi partners make <i>direct</i> contributions to the range of outdoor recreation 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>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 outdoor recreation and to show where opportunities for further support or collaboration lie.
<i>Conceptual basis and robustness</i>	Estimating size of effort/investment by community and whānau, hapū and iwi will be challenging—may require use of proxies.
<i>Compatibility with other agencies</i>	Unlikely to have similar data sets among these groups.
<i>Links to other OMF indicators and measures</i>	Derived from M4.2.3.2, M4.2.3.4 and M4.2.3.5.
<i>Implementation and cost</i>	<ul style="list-style-type: none"> • Some information routinely captured—needs analysis only • In-house expertise is sufficient • Cooperation of other parties essential

Measure 3.3.1.2		<i>Business contributions to recreational opportunities, facilities and services on PCL&W</i>	
Intermediate Outcome	3	New Zealanders and our visitors are enriched by outdoor experiences	
Outcome Objective	3.3	DOC works with others to achieve recreational goals	
Indicator	3.3.1	Contributions of DOC's partners to provision of recreational opportunities, facilities and services on PCL&W	
Status		Final	
Description			
<i>Overview</i>		DOC's business partners make <i>direct</i> contributions to the range of outdoor recreation 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>Data elements</i>		<ul style="list-style-type: none"> • Type of contribution to DOC initiatives—money, materials, skills, etc. 	

	<ul style="list-style-type: none"> • 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 and business partners
<i>Information management</i>	DOC
Analysis	
<i>Policy/management relevance</i>	Needed to demonstrate business support for outdoor recreation and to show where opportunities for further support or collaboration lie.
<i>Conceptual basis and robustness</i>	Estimating size of effort/investment by business will be challenging—may require use of proxies.
<i>Compatibility with other agencies</i>	Businesses will have up-to-date documentation of their direct contributions.
<i>Links to other OMF indicators and measures</i>	Derived from M4.2.3.2, M4.2.3.4 and M4.2.3.5
<i>Implementation and cost</i>	<ul style="list-style-type: none"> • Standard ongoing recording • Some information routinely captured—needs analysis only • In-house expertise is sufficient • Cooperation of other parties essential

Measure	
3.3.1.3	
<i>DOC investment in recreation partnerships on PCL&W</i>	
Intermediate Outcome	3 New Zealanders and our visitors are enriched by outdoor experiences
Outcome Objective	3.3 DOC works with others to achieve recreational goals
Indicator	3.3.1 Contributions of DOC's partners to provision of recreational opportunities, facilities and services on PCL&W
Status	Draft
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>	Information should be collected routinely
<i>Data sources</i>	DOC
<i>Information management</i>	DOC
Analysis	
<i>Policy/management relevance</i>	<ul style="list-style-type: none"> • Will give guidance as to partnership alliances which have greatest pay-off • Will indicate which partnership activities 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
<i>Compatibility with other agencies</i>	Compatible—complementary to collection of direct data from businesses
<i>Links to other OMF indicators and measures</i>	<ul style="list-style-type: none"> • Derived from M4.2.3.6 • Complements M2.4.1.3: <i>DOC investment in heritage partnerships on PCL&W</i>
<i>Implementation and cost</i>	<ul style="list-style-type: none"> • Analyses can be performed at any time, provided basic data on staff expenditure and time routinely captured • 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 3.3.2	<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 DOC is 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>	
<i>Measures</i>	3.3.2.1 Quality of engagement with stakeholders [Derived from M4.2.1.1 and M4.2.1.2]

Measure 3.3.2.1		<i>Quality of engagement with stakeholders</i>	
Intermediate Outcome	3	New Zealanders and our visitors are enriched by outdoor experiences	
Outcome Objective	3.3	DOC works with others to achieve recreational goals	
Indicator	3.3.2	Quality of engagement with stakeholders	
Status	Draft		
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>	<ul style="list-style-type: none"> • Biennial • Ongoing 		
<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 • Standard methods 		

<i>Compatibility with other agencies</i>	Compatible
<i>Links to other OMF indicators and measures</i>	<ul style="list-style-type: none"> • Derived from Indicator 4.2.1 • Complements M2.4.2.1: <i>Quality of engagement with 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 • Essential information but expensive to acquire

Outcome Objective 3.4	<i>The benefits of people recreating on conservation lands and waters are understood and valued</i>
<p>A range of benefits (economic, health and wellbeing, environmental and social cohesion and identity) are provided by recreation on PCL&W. DOC can illustrate how increasing participation benefits New Zealanders either directly or indirectly.</p>	
<p>Indicators:</p> <p>3.4.1 Contribution of recreation on PCL&W to local, regional and national economic prosperity</p> <p>3.4.2 Contribution of recreation on PCL&W to individual and societal wellbeing</p>	

Indicator 3.4.1	<i>Contribution of recreation on PCL&W to local, regional and national economic prosperity</i>
<i>Description</i>	This indicator measures the direct and indirect financial contribution of outdoor recreation, at a national and regional level, and contribution to New Zealand's overall image.
<i>Justification</i>	Recreational activity on PCL&W contributes to both regional and local economies. It is important to have an objective estimate of the global value of recreation to justify the level of governmental and public resource investment.
<i>Comment</i>	
<i>Measures</i>	<p>3.4.1.1 Total economic benefits to communities (region, district, township) from leisure/recreational activity on PCL&W [Derived from M4.4.4.1]</p> <p>3.4.1.2 Total economic benefits to the nation from leisure/recreational activity on PCL&W [Derived from M4.4.4.1]</p> <p>3.4.1.3 Value of recreation on PCL&W to New Zealand's image and brand [Derived from M4.4.1.1]</p>

Measure 3.4.1.1		<i>Total economic benefits to communities (region, district, township) from leisure/recreational activity on PCL&W</i>	
Intermediate Outcome	3	New Zealanders and our visitors are enriched by outdoor experiences	
Outcome Objective	3.4	The benefits of people recreating on conservation lands and waters are understood and valued	
Indicator	3.4.1	Contribution of recreation on PCL&W to local, regional and national economic prosperity	
Status	Final		
Description			
<i>Overview</i>	Recreation on PCL&W, if well managed and promoted, will attract visitors to the regions, generating economic activity and providing employment opportunities. Although this may be small with regard to the economy as a whole, it can be significant for regional and local communities.		
<i>Data elements</i>	<ul style="list-style-type: none"> • High-level estimates of economic value of historic/cultural activity on PCL&W • Regional surveys where recreational activity is likely to be a significant contributor to a local economy 		
<i>Scale</i>	National and regional		
<i>Measurement and reporting frequency</i>	<ul style="list-style-type: none"> • Once drivers are understood, estimates can be made at a regional scale on the basis of other information (i.e. visitor numbers) • Detailed assessment of particular locations is needed from time to time to provide causal links and general understanding of drivers 		
<i>Data sources</i>	DOC (but 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>	Well established economic techniques available		
<i>Compatibility with other agencies</i>	Similar measures used for both private and public initiatives		
<i>Links to other OMF indicators and measures</i>	<ul style="list-style-type: none"> • Depends heavily on data from Indicators 2.2.1; 3.1.1; 3.2.3; and 3.3.1 • Derived from M4.4.4.1 		

<i>Implementation and cost</i>	<ul style="list-style-type: none"> • Needs specialist economic analysis • Standard economic consultant activity • Could suit MSc or PhD investigation
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Measure 3.4.1.2		<i>Total economic benefits to the nation from leisure/recreational activity on PCL&W</i>	
Intermediate Outcome	3	New Zealanders and our visitors are enriched by outdoor experiences	
Outcome Objective	3.4	The benefits of people recreating on conservation lands and waters are understood and valued	
Indicator	3.4.1	Contribution of recreation on PCL&W to local, regional and national economic prosperity	
Status	Final		
Description			
<i>Overview</i>	Recreation on PCL&W, if well managed and promoted, will attract visitors, generating economic activity, investment and employment.		
<i>Data elements</i>	<ul style="list-style-type: none"> • High-level estimates of economic value of recreational 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		
<i>Measurement and reporting frequency</i>	<ul style="list-style-type: none"> • Once drivers are understood, estimates can be made at the national scale on the basis of other information (i.e. visitor numbers) • Detailed assessment of particular locations is needed from time to time to provide causal links and general understanding of drivers 		
<i>Data sources</i>	DOC (in part collected by tourism agencies, MBIE, Tourism New Zealand)		
<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>	Well-established economic techniques available		
<i>Compatibility with other agencies</i>	Similar measures used for both private and public initiatives		

<i>Links to other OMF indicators and measures</i>	<ul style="list-style-type: none"> • Closely aligned and forms part of Indicators 4.1.1: <i>Awareness, understanding and knowledge of, and attitudes towards, conservation</i> and 4.4.2: <i>Contribution to natural capital assessment and awareness</i> • Derived from M4.4.4.1
<i>Implementation and cost</i>	<ul style="list-style-type: none"> • Standard economic consultant activity • Could suit MSc or PhD investigation

Measure	
3.4.1.3	<i>Value of recreation on PCL&W to New Zealand's image and brand</i>
Intermediate Outcome	3 New Zealanders and our visitors are enriched by outdoor experiences
Outcome Objective	3.4 The benefits of people recreating on conservation lands and waters are understood and valued
Indicator:	3.4.1 Contribution of recreation on PCL&W to local, regional and national economic prosperity
Status:	Final
Description	
<i>Overview</i>	New Zealand's standing as a visitor destination is based to a large extent upon the quality and quantity of the outdoor recreation opportunities available. People recreating on PCL&W provide iconic imagery and compelling stories that add immense value to New Zealand's brand equity.
<i>Data elements</i>	<ul style="list-style-type: none"> • Uncertain, but surveys of visitors to New Zealand should be considered • Use of PCL&W imagery to New Zealand projection overseas
<i>Scale</i>	National
<i>Measurement and reporting frequency</i>	Survey/study repeated at wide intervals
<i>Data sources</i>	Will require cooperation of several agencies, including Ministry of Foreign Affairs and Trade (MFAT), MBIE, Tourism New Zealand etc.
<i>Information management</i>	DOC
Analysis	
<i>Policy/management relevance</i>	Useful information to support the case for PCL&W
<i>Conceptual basis</i>	<ul style="list-style-type: none"> • Well established techniques available for this sort of investigation as many countries are interested in interaction of image with

<i>and robustness</i>	tourism/perception <ul style="list-style-type: none"> • Not suitable as any type of performance measure
<i>Compatibility with other agencies</i>	Compatible
<i>Links to other OMF indicators and measures</i>	<ul style="list-style-type: none"> • Closely aligned with M2.5.1.2: <i>Value of historic and cultural heritage on PCL&W to New Zealand's image and brand</i> • Informed by Indicator 4.5.2: <i>DOC brand development and awareness</i> • Derived from M4.4.4.1
<i>Implementation and cost</i>	<ul style="list-style-type: none"> • Research can be carried out at any time • Best done as a collaboration with other agencies

Indicator 3.4.2	<i>Contribution of recreation on PCL&W to individual and societal wellbeing</i>
<i>Description</i>	New Zealander's wellbeing is enhanced by DOC provision of opportunities.
<i>Justification</i>	The physical and mental value of nature-based experiences improves individual health and reduces societal costs. Opportunities within PCL&W support whole-of-government goals. Group participation grows benefits in building family, community and national identity leading to better social cohesion. Engaging in recreation in a natural setting creates the opportunity for DOC and others to increase public awareness and support for conservation.
<i>Comment</i>	
<i>Measures</i>	<p>3.4.2.1 Contribution to improved public health from people recreating on PCL&W</p> <p>3.4.2.2 Contribution to national, group and cultural identity and social cohesion from people recreating on PCL&W</p> <p>3.4.2.3 Contribution to historic and cultural heritage awareness and understanding from people recreating on PCL&W</p> <p>3.4.2.4. Contribution to environmental awareness and understanding from people recreating on PCL&W</p>

Measure 3.4.2.1	<i>Contribution to improved public health from people recreating on PCL&W</i>	
Intermediate Outcome	3	New Zealanders and our visitors are enriched by outdoor experiences
Outcome Objective	3.4	The benefits of people recreating on conservation lands and waters are understood and valued

Indicator	3.4.2 Contribution of recreation on PCL&W to individual and societal wellbeing
Status	Final
Description	
<i>Overview</i>	Part of the motivation for government investment in providing recreational facilities on PCL&W is to ensure better social outcomes. While difficult to assess what specific difference provision of recreational resources makes, as long as this is a desired outcome, an attempt should be made. The information generated from such studies will be of broad interest outside of DOC's immediate concerns.
<i>Data elements</i>	Uncertain how this measure will be implemented
<i>Scale</i>	National
<i>Measurement and reporting frequency</i>	Detailed survey done at multi-year intervals
<i>Data sources</i>	DOC in conjunction with other agencies such as the Ministry of Health
<i>Information management</i>	DOC
Analysis	
<i>Policy/management relevance</i>	Information supporting high-level DOC outcomes
<i>Conceptual basis and robustness</i>	<ul style="list-style-type: none"> • There is a large literature on health/wellbeing outcomes from physical activity • How to undertake studies to make this relevant to DOC outcomes will be challenging
<i>Compatibility with other agencies</i>	There is a world-wide interest in such studies and there should be a great deal of comparative studies
<i>Links to other OMF indicators and measures</i>	
<i>Implementation and cost</i>	<ul style="list-style-type: none"> • Specialist assistance needed • Timing flexible • Expertise available, but projects such as these are costly • Difficult to measure outcome in any other way

Measure 3.4.2.2		<i>Contribution to national, group and cultural identity and social cohesion from people recreating on PCL&W</i>	
Intermediate Outcome	3	New Zealanders and our visitors are enriched by outdoor experiences	
Outcome Objective	3.4	The benefits of people recreating on conservation lands and waters are understood and valued	
Indicator	3.4.2	Contribution of recreation on PCL&W to individual and societal wellbeing	
Status	Final		
Description			
<i>Overview</i>	A hard-to-quantify but undeniably important aspect of the use of PCL&W is contribution to the creation of a distinctive national identity. This will have flow-on effects to social cohesion, willingness to support conservation, and New Zealand's image. Understanding this contribution will assist with the way DOC approaches its responsibilities.		
<i>Data elements</i>	Uncertain—to some extent it could be a question in a more general survey; however, it probably is better treated as a research project taking multiple lines of evidence. Can draw upon current Wellbeing Framework initiative by Treasury.		
<i>Scale</i>	National		
<i>Measurement and reporting frequency</i>	Not currently a reporting measure but will become so; research survey		
<i>Data sources</i>	DOC; Treasury; Ministry of Health; Ministry of Social Development		
<i>Information management</i>	DOC		
Analysis			
<i>Policy/management relevance</i>	Will provide support for general assertions regarding cultural and spiritual importance of PCL&W and activities taking place on it. May be of direct relevance with regard to recently arrived immigrant groups and their children.		
<i>Conceptual basis and robustness</i>	Studies on national identity in relation to geography, nature etc. are relatively commonplace.		
<i>Compatibility with other agencies</i>	DOC is not aware of other similar measures used in the context of a conservation organisation.		
<i>Links to other OMF indicators and measures</i>	<ul style="list-style-type: none"> • Closely aligned with M3.4.1.3: <i>Value of recreation on PCL&W to New Zealand's image and brand</i>, and could be undertaken in conjunction with it • Links to M4.4.5.1: <i>DOC contribution to social capital</i> 		

<i>Implementation and cost</i>	<ul style="list-style-type: none"> • Would best suit a university research unit. • Funded by a standalone grant. No need to repeat the exercise too frequently as it is an aspect of a nation that probably does not change rapidly.
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Measure 3.4.2.3		<i>Contribution to historic and cultural heritage awareness and understanding from people recreating on PCL&W</i>	
Intermediate Outcome	3	New Zealanders and our visitors are enriched by outdoor experiences	
Outcome Objective	3.4	The benefits of people recreating on conservation lands and waters are understood and valued	
Indicator	3.4.2	Contribution of recreation on PCL&W to individual and societal wellbeing	
Status	Draft		
Description			
<i>Overview</i>	One of DOC's roles is to ensure that the New Zealand public visiting PCL&W have the opportunity to learn about their historic and cultural heritage. This measure assesses to what degree they actually do assimilate relevant information.		
<i>Data elements</i>	<ul style="list-style-type: none"> • Investigative surveys • Analysis of specific installations/services, particularly when they need to be upgraded or are being planned for 		
<i>Scale</i>	National		
<i>Measurement and reporting frequency</i>	Not a reporting measure		
<i>Data sources</i>	DOC		
<i>Information management</i>	DOC		
Analysis			
<i>Policy/management relevance</i>	<ul style="list-style-type: none"> • Strongly relates to high-level outcomes • Justification for infrastructural/service investment 		
<i>Conceptual basis and robustness</i>	<ul style="list-style-type: none"> • Techniques available from educational studies • Likely to be case/cohort specific • Needs to be closely aligned with timing of visitation 		
<i>Compatibility with other agencies</i>	Compatible		

<i>Links to other OMF indicators and measures</i>	Informs M2.5.2.1 and M2.3.4.3
<i>Implementation and cost</i>	<ul style="list-style-type: none"> • Surveys have to be carried out at high visitation times • Will need specialist interviewers and analysts • Moderately expensive

Measure 3.4.2.4		<i>Contribution to environmental awareness and understanding from people recreating on PCL&W</i>	
Intermediate Outcome	3	New Zealanders and our visitors are enriched by outdoor experiences	
Outcome Objective	3.4	The benefits of people recreating on conservation lands and waters are understood and valued	
Indicator	3.4.2	Contribution of recreation on PCL&W to individual and societal wellbeing	
Status	Final		
Description			
<i>Overview</i>	One of DOC's roles is to ensure that the New Zealand public visiting PCL&W have the opportunity to learn about the natural environment. This measure assesses to what degree they actually do assimilate relevant information.		
<i>Data elements</i>	<ul style="list-style-type: none"> • Investigative surveys • Analysis of specific installations/services, particularly when they need to be upgraded or are being planned for 		
<i>Scale</i>	National		
<i>Measurement and reporting frequency</i>	Not a reporting measure		
<i>Data sources</i>	DOC		
<i>Information management</i>	DOC		
Analysis			
<i>Policy/management relevance</i>	<ul style="list-style-type: none"> • Strongly relates to high-level outcomes • Justification for infrastructural/service investment 		
<i>Conceptual basis and robustness</i>	<ul style="list-style-type: none"> • Techniques available from educational studies • Likely to be case/cohort specific • Needs to be closely aligned with timing of visitation 		

<i>Compatibility with other agencies</i>	NA
<i>Links to other OMF indicators and measures</i>	Informs Indicator 3.5.1.
<i>Implementation and cost</i>	<ul style="list-style-type: none"> • Surveys have to be carried out at high visitation times • Will need specialist interviewers and analysts • Moderately expensive

Outcome Objective 3.5	<i>Impact of recreation use on significant conservation values</i>
<p>The Conservation Act requires any recreation use to not put conservation values at risk. All use has the potential to affect conservation values and there is also potential for this to occur through DOC's own management activities. Understanding where any significant impacts on conservation values occur as a result of visitor use enables DOC to ensure that the values of places are sustained into the future.</p>	
<p>Indicators:</p> <p>3.5.1 Significant conservation values are protected from harm resulting from recreation</p>	

Indicator 3.5.1	<i>Significant conservation values are protected from harm resulting from recreation</i>
<i>Description</i>	As in title
<i>Justification</i>	Recreation takes place at some of DOC's most significant sites and has a variety of effects on site values.
<i>Comment</i>	
<i>Measures</i>	<p>3.5.1.1 Effects of recreation on natural heritage values: water quality; ecosystems; species; landscapes; etc.</p> <p>3.5.1.2 Effects of recreation on cultural and historic heritage values</p>

Measure 3.5.1.1	<i>Effects of recreation on natural heritage values: water quality; ecosystems; species; landscapes; etc.</i>
Intermediate Outcome	3 New Zealanders and our visitors are enriched by outdoor experiences
Outcome Objective	3.5 Impact of recreation use on significant conservation values
Indicator	3.5.1 Significant conservation values are protected from harm resulting from recreation

Status:	Draft
Description	
<i>Overview</i>	Visitor effects tend to be concentrated around well-used sites, especially involving viewing of wildlife and iconic features, ski-fields, etc. Effectiveness of systems in place to restrain unwelcome visitor effects should be assessed on a regular basis. Visitor activities that leave a legacy of damage or litter at the site scale do have negative effects on perceptions of custodial standards. In some cases, these activities can have major flow-on effects for flora and fauna.
<i>Data elements</i>	<ul style="list-style-type: none"> • Investigation to select and document at-risk sites and regular monitoring of biological indicators if needed • Impacts might include: <ul style="list-style-type: none"> – Damage to flora – Damage to fauna – Human waste and litter – Landscape and soundscape degradation
<i>Scale</i>	Local
<i>Measurement and reporting frequency</i>	Regular monitoring
<i>Data sources</i>	DOC
<i>Information management</i>	DOC
Analysis	
<i>Policy/management relevance</i>	While impacts on natural heritage values from visitation/recreation are typically localised and of a low order, significant and/or increasing impacts do get noticed. It is important that DOC identifies these impacts and intervenes accordingly.
<i>Conceptual basis and robustness</i>	<ul style="list-style-type: none"> • Well-tested procedures available • Selection of sites to monitor is the critical decision point
<i>Compatibility with other agencies</i>	<ul style="list-style-type: none"> • Compatible
<i>Links to other OMF indicators and measures</i>	<ul style="list-style-type: none"> • Informs IO1 • Informed by M3.2.2.2
<i>Implementation and cost</i>	<ul style="list-style-type: none"> • Much of this work done as part of regular inspections • Cost depends on comprehensiveness of monitoring

Measure 3.5.1.2		<i>Effects of recreation on cultural and historic heritage values</i>
Intermediate Outcome	3	New Zealanders and our visitors are enriched by outdoor experiences
Outcome Objective	3.5	Impact of recreation use on significant conservation values
Indicator	3.5.1	Significant conservation values are protected from harm resulting from recreation
Status	Draft	
Description		
<i>Overview</i>	Visitor effects tend to be concentrated around well-used sites, especially involving viewing of iconic heritage features, such as buildings, earthworks, extractive industries, etc. Effectiveness of systems in place to constrain and mitigate unwelcome visitor effects should be assessed on a regular basis. Visitor activities that leave a legacy of damage or litter do have negative effects on perceptions of custodial standards. In some cases, impacts may necessitate exclusion of visitors.	
<i>Data elements</i>	<ul style="list-style-type: none"> • Investigation to select and document at-risk sites and instigate regular monitoring or protection of heritage fabric if needed • Impacts might include: <ul style="list-style-type: none"> - Damage to structures - Damage to landscape features - Human waste and litter 	
<i>Scale</i>	Local	
<i>Measurement and reporting frequency</i>	<ul style="list-style-type: none"> • As per routine inspection cycle • Additional assessment as required 	
<i>Data sources</i>	DOC	
<i>Information management</i>	DOC	
Analysis		
<i>Policy/management relevance</i>	While there is currently little damage done to heritage from visitation/recreation beyond normal wear and tear, unusual/major damage events do get noticed. It is important that DOC knows about these events and intervenes accordingly.	
<i>Conceptual basis and robustness</i>	<ul style="list-style-type: none"> • Well-tested procedures available • Selection of sites to monitor is the critical decision point 	
<i>Compatibility with</i>	Compatible	

<i>other agencies</i>	
<i>Links to other OMF indicators and measures</i>	<ul style="list-style-type: none"> • Informs Indicator 2.1.1 • Informed by M2.3.2.2 and M2.4.3.2
<i>Implementation and cost</i>	<ul style="list-style-type: none"> • Much of this work done as part of regular inspections • Cost depends on comprehensiveness of monitoring