

# I Am Auckland Evaluation Framework 2018

DRAFT







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# 1 Introduction

## An Evaluation Framework for *I Am Auckland*

*I Am Auckland* was adopted as Auckland Council's strategic action plan for children and young people in 2013, following significant consultation with the region's children and young people.

In 2017, a Status Report of the plan was developed and reported to the Environment and Community Committee. This showed a wide range of children and youth focused activities undertaken or supported by council.

It identified there was limited evaluation of the council's child and youth-focused activity, or of the plan itself. To address this, the development of an Evaluation Framework was recommended.

This Evaluation Framework sets out dedicated measurement tools to enable Auckland Council to monitor progress toward achieving the goals of *I Am Auckland*, and understand the impact we are making for our children and young people.

## 2 Why evaluate *I Am Auckland*?

### Evaluation supports us to deliver for Auckland's children and young people

Evaluation is a key tool to support evidence-based policy and decision making. It enables us to know what is working, and to identify our contribution to making Auckland a world-class city. Evaluating *I am Auckland* can assist us to learn and adapt to changing circumstances and allows us all to deliver the best possible support for Auckland's children and young people.

The Evaluation Framework complements the *I Am Auckland* Implementation Plan. Findings from the evaluation work will help inform any improvements or scaling up of services, and identify future priority areas, initiatives and programmes to be included in the Implementation Plan.

### 3 The Evaluation Framework

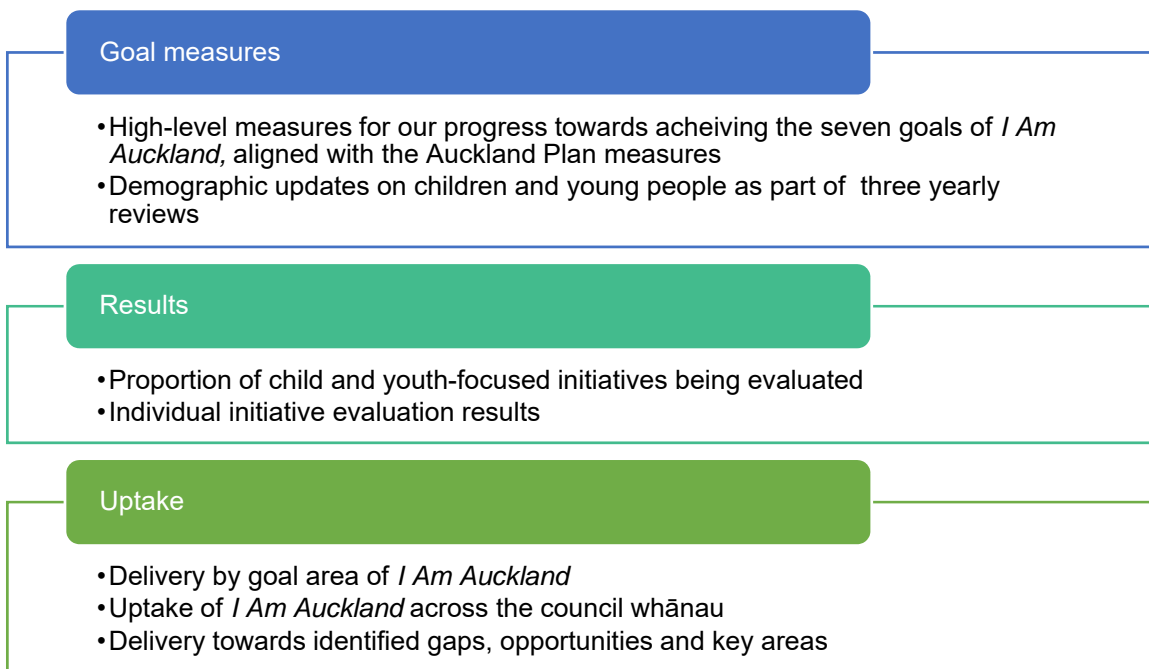
#### A three-tier framework for evaluating *I Am Auckland*

To evaluate *I Am Auckland* it will be necessary to evaluate three separate but related elements:

- that we are making high-level progress towards each of **the goals of the plan**
- that Auckland Council's child and youth-focused initiatives are being evaluated and achieving their stated **results**
- the **uptake** of *I Am Auckland* itself, its implementation across the council whānau and that we are delivering on our commitments to children and young people.

The table below sets out these three tiers with the measures that will be used to assess progress

**Figure 1: *I Am Auckland* Evaluation Framework**



## 4 Reporting

### Annual monitoring towards a three-yearly review

This Evaluation Framework will be monitored annually, in conjunction with the Implementation Plan. Annual monitoring reports will be submitted to the Governing Body, and will include snapshots of child and youth-focused activity evaluations completed during the year.

These annual monitoring reports will help to provide the basis for a three-yearly Status Report of *I Am Auckland*, including its Implementation Plan and Evaluation Framework.

## 5

### Goal measures – progress towards the goals of *I am Auckland*

#### High-level measurement for each goal

Auckland Council has recently completed a refresh of the Auckland Plan and has adopted the new Auckland Plan 2050 as its spatial plan for Auckland. The Auckland Plan will have a number of measures for each outcome.

The goal measures for *I Am Auckland* are to be closely aligned to those of the Auckland Plan 2050, so we can see the progress we are making for our children and young people towards to Auckland Plan outcomes.

The Figure 2 shows the relationship between the outcomes of the Auckland Plan 2050 and the goals and action areas of *I am Auckland*. It also sets out the relevant new Auckland Plan measures that will be used to monitor each of the goals of *I am Auckland*. Where relevant, the data will be able to be broken down and reported by age.







#### Demographic updates on Auckland's Children and Young People

As part of our regular reviews of *I Am Auckland* we will also provide demographic updates, for instance, based on the latest census data, or the New Zealand Quality of Life Survey. This will allow us to track more general information about the progress and well-being of our children and young people.

**Figure 2: I Am Auckland Goals and Action Areas mapped to Auckland Plan 2050 Outcomes and Measures**

<i>I Am Auckland</i> Goal	<i>I Am Auckland</i> Action Areas	Auckland Plan Outcomes	High-level measures for each Goal based on Auckland Plan 2050
<b>Goal 1: Voice – I have a voice, am valued and contribute</b>	<ul style="list-style-type: none"> <li>• Civic Participation</li> <li>• Co-design of policies and plans</li> <li>• Youth-led development</li> <li>• Develop leadership opportunities</li> <li>• Engagement with Under-25s</li> <li>• On-line tools for communication</li> </ul>	<b>Belonging and Participation</b>	Improved democratic participation and decision-making for young people <sup>1</sup>
<b>Goal 2: Belonging – I am important, belong, am cared about and feel safe</b>	<ul style="list-style-type: none"> <li>• Safety</li> <li>• Youth Zones and Hubs</li> <li>• Advocacy</li> <li>• Working together</li> </ul>	<b>Belonging and Participation</b>	<ul style="list-style-type: none"> <li>• Aucklanders' sense of safety in their neighbourhood</li> <li>• Aucklanders' sense of community in their neighbourhood</li> <li>• Resident satisfaction with built environment at neighbourhood level</li> </ul>
<b>Goal 3: Health and Wellbeing – I am happy, healthy and thriving</b>	<ul style="list-style-type: none"> <li>• Policies and bylaws to create healthy communities</li> <li>• Healthy housing</li> <li>• Access to services</li> <li>• Better relationships to achieve better outcomes</li> </ul>	<b>Belonging and Participation</b>  <b>Homes and Places</b>	<ul style="list-style-type: none"> <li>• Aucklanders' health</li> <li>• Relative deprivation across Auckland</li> <li>• Homelessness</li> </ul>
<b>Goal 4: Fair Go – I am given equal opportunities to succeed and to have a fair go</b>	<ul style="list-style-type: none"> <li>• Connecting with work</li> <li>• Early childhood education</li> <li>• Tertiary education</li> <li>• Skills and learning</li> <li>• NEETS</li> </ul>	<b>Opportunity and Prosperity</b>	<ul style="list-style-type: none"> <li>• Educational achievement of young people</li> <li>• Level of unemployment</li> </ul>

<sup>1</sup> This is the only measure which is not from the Auckland Plan – organizational data on engagement is available for this measure

<p><b>Goal 5: Connected – I can get around and get connected</b></p> <ul style="list-style-type: none"> <li>• Public transport</li> <li>• Safety</li> <li>• Walkways and cycleways</li> <li>• Wi-Fi and access to the internet</li> </ul> 	<p><b>Transport and Access</b></p> <ul style="list-style-type: none"> <li>• Use of public transport, walking and cycling</li> <li>• Access to jobs</li> <li>• Household transport costs</li> <li>• Deaths and injuries from traffic network</li> <li>• Internet usage based on income</li> </ul> 
<p><b>Goal 6: Opportunity – Auckland is my playground</b></p> <ul style="list-style-type: none"> <li>• Sport</li> <li>• Culture</li> <li>• Arts</li> <li>• Recreation</li> <li>• Facilities</li> <li>• Free stuff</li> </ul> 	<p><b>Belonging and Participation</b></p> <ul style="list-style-type: none"> <li>• Aucklanders' quality of life</li> <li>• Marine and fresh water quality</li> <li>• State and quality of locally, regionally and nationally significant environments</li> </ul> 
<p><b>Goal 7: Whakapuawai – Rangatahi tu rangatira</b></p> <ul style="list-style-type: none"> <li>• Cross-council support</li> <li>• Rangatahi leadership</li> <li>• Working with rangatahi to develop action</li> </ul> 	<p><b>Maori identity and Wellbeing</b></p> <ul style="list-style-type: none"> <li>• Benefits of whanau Maori measured through tamariki and rangatahi</li> <li>• Maori in employment education and training</li> <li>• Maori decision making</li> <li>• Te reo Maori across Tamaki Makaurau</li> </ul> 



## 6

## Results – measuring our child and youth-focused activity

### Ensuring that the work we deliver for children and young people is evidence-based and best practice

Auckland Council has committed to measuring, testing and refining our child and youth-focused work, to ensure that we are delivering the best possible outcomes for Auckland's children and young people.

In 2017 a stocktake was conducted of all of Auckland Council's child and youth-focused initiatives. Those in the council responsible for delivering programmes to support children and young people were asked to describe what they were doing and whether or not they were measuring or monitoring their activity.

The stocktake found over 200 discrete activities, initiatives or actions explicitly focused on children and young people delivered between 2013 and 2016. Of those, around half were measuring their activity in some way. This included counting numbers of participants, numbers of events or activities delivered.

Only 10 per cent (approximately) of activities had been measured for outcomes or the quality of their outputs, including the satisfaction of some of their participants. This was an area where we identified that we could do better.



Ensuring that our child and youth-focused activity is evaluated will be important for us to understand the impact that we are having for Auckland's children and young people. For this reason, a key measure of this evaluation framework will be the **number and proportion of child and youth-focused initiatives that are being evaluated for impact.**

Measure	Baseline	Target
Proportion of Auckland Council's child and youth focused activity that is being evaluated for impact or the quality of outputs	2016: 10%	2020: 15% 2023: 25%

Increasing the level of our evaluation will have the additional bonus of allowing us to report on the impact that our initiatives are achieving. As part of the annual monitoring report, we will report on the number and proportion of evaluations of child and youth activity being carried out.

We will also report on completed evaluations to demonstrate council's contribution towards improving the lives of our children and young people. This will be reported as an

evaluation snapshot. An example of what this will look like is given below, and this is based on an existing project evaluation.

Programme	Description	Measure	Result	Findings	Nest steps
Regional speed 'Back to School' campaign	An Auckland Transport campaign to remind drivers to slow down around school delivered at the start of every school term.	<ol style="list-style-type: none"> <li>Awareness of campaign's message among drivers</li> <li>Average driver speed past selected schools.</li> </ol>	          	<ol style="list-style-type: none"> <li>94% of motorists confirm that the campaign is easy to understand and 69% confirm that it is memorable</li> <li>To be collected by end 2018</li> </ol>	Additional measurement will be undertaken on the average speed of drivers passing selected schools. Awareness measurement will be repeated in 2019.

### Access to evaluation tools, expertise and a community of practice

Since the 2017 Status Report, council's policy staff have provided support to a range of individual business areas across the council whānau to upskill in evaluation. This has included assistance in the development of evaluation plans for 12 different child and youth programmes and activities, and providing access to relevant tools and expertise.

This work is ongoing and a community of practice will be set up to continue momentum in this space, share learning and issues as they arise.

## 7

### Uptake of *I Am Auckland*

For *I am Auckland* to be an effective plan for Auckland's children and young people it needs to be a core strategy for the organisation. It should drive planning and delivery across the whole of the council whānau to ensure that we are all working towards the same goals together. To determine whether that is happening in practice we will be monitoring the council whānau's uptake of *I Am Auckland*. This will be done by:

- assessing the extent of delivery of child and youth-focused work towards each goal
- monitoring strategic and organisational alignment

- reviewing implementation of priorities identified through progress reviews.

### Delivery of child and youth-focused work by *I Am Auckland* goal area

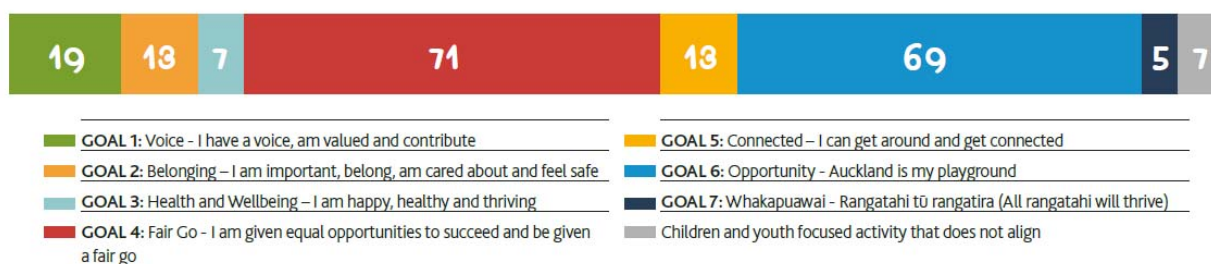
As part of the 2017 Status Report, council groups identified which goal their activity was most closely aligned with. Acknowledging that some activities have overlapping priorities and objectives, and that some activities are larger in scale than others, this stocktake simply provides a lens to understand where the council whānau is focusing its efforts.

Of the plan's seven goals, the council whānau had focused delivery most highly on:

- Goal 4 "I am given equal opportunities to succeed and have a fair go" with 71 initiatives delivering to it directly
- Goal 6 "Auckland is my playground" with 69 initiatives delivering to it directly.

The council whānau had delivered least on:

- Goal 3 "I am happy, healthy and thriving" with 7 initiatives delivering to it directly
- Goal 7 "Rangatahi tū rangatira" with only 5 initiatives delivering to it directly.



This lens provides a baseline for council to measure its contribution towards the seven goals of *I Am Auckland*. A key measure of uptake of the plan across the council whānau will be that these imbalances begin to shift so that **the council is delivering more consistently on each of the seven goals of *I Am Auckland***.

### Uptake of *I Am Auckland* across the council whānau

#### Strategic alignment

The 2017 Status Report found that of the 64 council-wide policies, plans and strategies that had been produced since *I Am Auckland* in September 2013, 14 specifically referenced *I Am Auckland* and the majority of the others have actions and general statements that align with at least one of the seven goals.

Similarly one council-controlled organisation (CCO) statement of intent specifically referenced *I Am Auckland*, while others were strongly aligned to one or more of the goals.

Finally, six of the 21 Local Board plans active at that time explicitly referenced *I Am Auckland*, while the majority of the rest included specific actions or measures aligned strongly with one or more of the goals.

These findings provide a baseline for a measure of the council whānau's strategic alignment to *I Am Auckland*, as indicated in the table below. It is intended that this analysis is performed every three years to measure the trend in organisational strategic alignment to *I Am Auckland*.

Strategic alignment measure	Number	Specific references to <i>I Am Auckland</i>	General alignment with one or more goal of <i>I Am Auckland</i>	Trend in organisational strategic alignment to <i>I Am Auckland</i>
Council-wide policies, plans and strategies	64	14	51	To be determined ↑ / ↓
CCO statements of intent	8	1	8	To be determined ↑ / ↓
Local Board plans	21	6	21	To be determined ↑ / ↓

### Business alignment

As part of the 2017 Status Report, Auckland Council undertook a survey of staff working in child and youth focused spaces on their views of how things had changed as a result of the adoption of *I Am Auckland*.

Of staff surveyed, 49% had observed some organisational culture change as a result of the adoption of *I Am Auckland*, 67% had observed more 'co-design with children and youth' while 41% stated that there had been 'better consultation with children and youth.'

This provides a baseline for the period between 2013 and 2016. We will be able to repeat this survey as part of the next Status Report. This will allow us to assess progress over time.

Survey question	Baseline (2013-2016)	Next Status Report (2018-2020)	Trend in business alignment
Have you observed any changes in the organisational culture to meet the goals of <i>I Am Auckland</i> ?	Yes: 49% No: 28% No change: 24%	To be determined	To be determined



What kind of change?	<ul style="list-style-type: none"> <li>• Co-design with children and youth: 67%</li> <li>• Additional child and youth focused activity: 59%</li> <li>• Better consultation with children and youth: 41%</li> </ul>	To be determined	To be determined
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## Delivery towards identified gaps, opportunities and key areas

*I am Auckland* sets out Auckland Council's strategic priorities for children and young people. Status reports on the plan provide a thorough overview of delivery against the plan and incorporate:

- significant research into the council's delivery of *I Am Auckland* in the previous period
- the council's wider strategic priorities, including the Auckland Plan
- the shifting demographics of young Aucklanders, who they are, where they live and how they are doing
- the views and priorities of Auckland's young people, including the council's Youth Advisory Panel.

These status reports will continue and will provide a key opportunity to evaluate *I Am Auckland*. In particular, it is intended that each regular progress update will consider the progress towards the gaps, opportunities and key areas for focus that the previous progress update identified.

Those priorities identified in the 2017 Status Report are:

- greater focus on achieving Goal 7: Whakapuawai - Rangatahi tū rangatira
- continued focus on areas with high numbers of young people, particularly the South
- focus on education and employment outcomes for Māori and Pacific young people
- improve evaluation mechanisms and develop an evaluation framework
- refine and develop good practice, including in co-design and co-leadership with young people
- continue to intentionally align with *I Am Auckland*.

The Implementation Plan and governance structure, which sit alongside this Evaluation Framework, will allow us to monitor delivery of the priorities above.

The next status report will be delivered in 2020-2021. It will report on Auckland Council's progress and set out additional priorities for the next period of delivery.

## 8 Summary

### Measuring progress towards an Auckland for our children and young people

Auckland Council has an important privilege and responsibility as the guardian of Auckland for our future generations. A part of this responsibility is to ensure that our work for the children and young people of Auckland is effective, meaningful and responds to their needs and wishes.

This Evaluation Framework sets out how we will know that we are delivering on our responsibilities. Combined with regular monitoring, it will allow us to be confident that the Auckland we are all working towards is one that serves and nurtures its young people, children and their families.



