

Evaluation and Monitoring Framework

Embracing 2018 Legacy Program



Embracing 2018

XXI COMMONWEALTH GAMES
THE LEGACY PROGRAM

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1.0 The opportunity

The Gold Coast 2018 Commonwealth Games™ (GC2018) provides a once in a generation opportunity to transform the lives of Queenslanders. GC2018 will be held from 4 to 15 April 2018 on the Gold Coast. Over 11 days of competition, 6,600 athletes and team officials, from 70 nations and territories, will participate in 18 sports, including para-sports. It is one of the biggest international, multi-sporting events in the world.

The Commonwealth Games is a multi-sport event which encourages nations and territories to compete in an atmosphere of friendly competition. It includes opportunities for host communities to celebrate sport, recreation, art and culture and inclusiveness to strengthen a shared sense of community pride. Through these avenues the Commonwealth Games brings opportunities for people and their communities to be involved in a range of activities before, during and after the event.

The Evaluation and Monitoring Framework (Framework) will track progress towards realising and maximising positive legacy benefits from GC2018 for Queensland communities. It has been developed to demonstrate plans for monitoring and reporting on the delivery of legacy benefits and achievements and evaluating the return on government and other stakeholder investment in GC2018. The Framework will also identify trends to guide program development and track the realisation of lasting benefits from hosting major events for state, national and international stakeholders.

2.0 Objectives and principles

2.1 Objectives

Each of the Games Partners¹ has a set of objectives to be achieved from hosting GC2018². These all feed into the objectives of the Framework, which are to:

1. demonstrate economic, social, environmental and cultural impacts and legacies of GC2018 for the Gold Coast, Queensland, Australia and the Commonwealth;

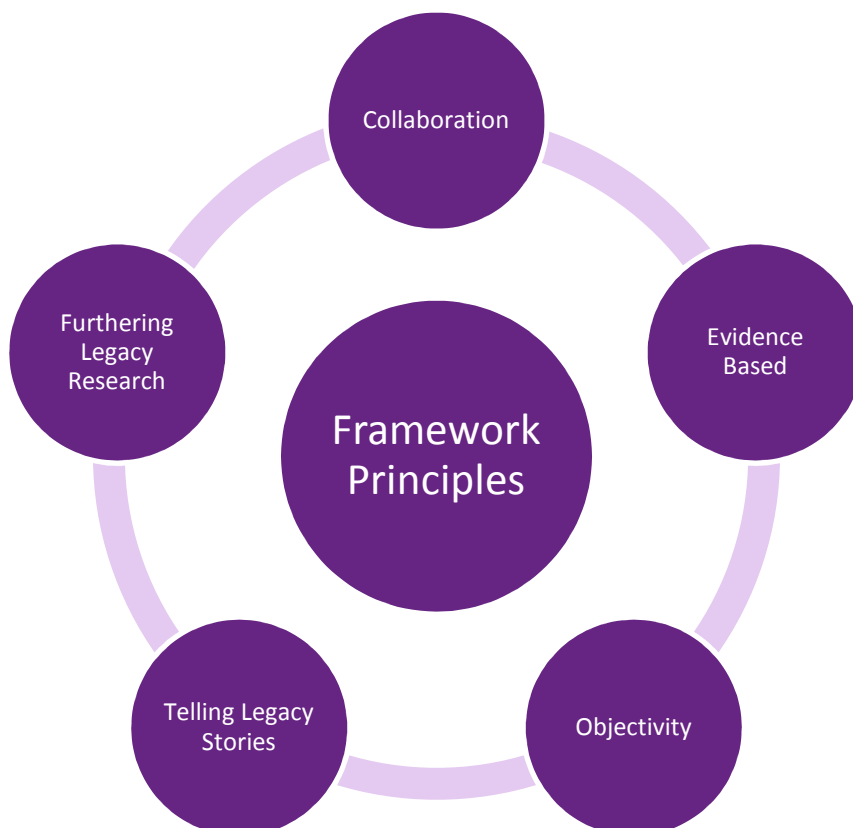
¹ Games Partners are the Queensland Government, Gold Coast 2018 Commonwealth Games Corporation (GOLDOC), Commonwealth Government and the City of Gold Coast.

² The objectives of hosting the Games for each Partner can be found in Appendix One.

2. improve understanding of legacy benefits for business and communities across the Gold Coast and Queensland;
3. inform decision-making to support return on investment and to realise benefits for GC2018 partners and legacy stakeholders;
4. form lasting partnerships with legacy stakeholders such as universities, research hubs and others through collaboration on research and evaluation;
5. assist future bidding cities and the Commonwealth Games Federation to identify and understand the range of potential legacies to allow them to maximise their benefits from hosting the Commonwealth Games; and
6. create a transferable knowledge bank of information, data and case studies.

2.2 Principles

A set of principles have been developed for the Framework. The principles outline how the Framework will be delivered, including how key stakeholders will contribute to its success. The Framework will be guided by the following principles:



- Collaboration across key Games Partners and other stakeholders to ensure we are achieving maximum leverage and legacy benefits from GC2018.
- Conclusions are based on robust evidence and accepted good practice.
- Objectivity is underpinned by the use of independent, third party data sources where practicable.
- Communication of legacy benefits and telling legacy stories is crucial to the demonstration of benefits realisation.
- There is a commitment to furthering development of legacy research and knowledge management to benefit the domestic and international Commonwealth Games community.

3.0 Partnership approach

Achieving legacy benefits from GC2018 involves collaboration across Games Partners and other key stakeholders. The Games Partners all have a role to play in realising benefits from GC2018, including as partners to the Framework:

- **Queensland Government** is the lead for the Embracing 2018 Legacy Program, including monitoring and evaluation, and agencies are developing and implementing legacy initiatives for the State
- **Gold Coast 2018 Commonwealth Games Corporation (GOLDOC)** is responsible for delivery of the Games and are a key enabler of legacy initiatives and opportunities
- **City of Gold Coast** is the host city and responsible for leading the development and implementation of legacy initiatives for the Gold Coast
- **Australian Government** is a contributor to the implementation of legacy initiatives
- **Australian Commonwealth Games Association (ACGA)** is responsible for preparing and managing the Australian team that will compete at GC2018, and will be a contributor to the implementation of legacy initiatives

- **Commonwealth Games Federation (CGF)** is seeking to demonstrate legacies for future bid and host cities, and continue to build the Commonwealth Games brand.

Other key stakeholders to the Framework are responsible for the development and implementation of relevant legacy initiatives and contributing to monitoring and evaluation:

- **Event Cities (Brisbane, Cairns, Townsville)**
- **Legacy project stakeholders**
- **Research partners** will be involved in undertaking research to contribute to the Framework.

4.0 Our approach

The Framework complements the Embracing 2018 Legacy Program by outlining the approach for measuring and reporting on the achievement of legacy from GC2018. The Embracing 2018 Legacy Program outlines four legacy aspirations for GC2018:

1. Delivering GC2018: the Inspiring Games.
2. Creating Enduring Jobs and Powering Economic Growth.
3. Accelerating the Gold Coast to a world class boutique city.
4. Building active, engaged and inclusive communities.

Critical transformative initiatives will include:

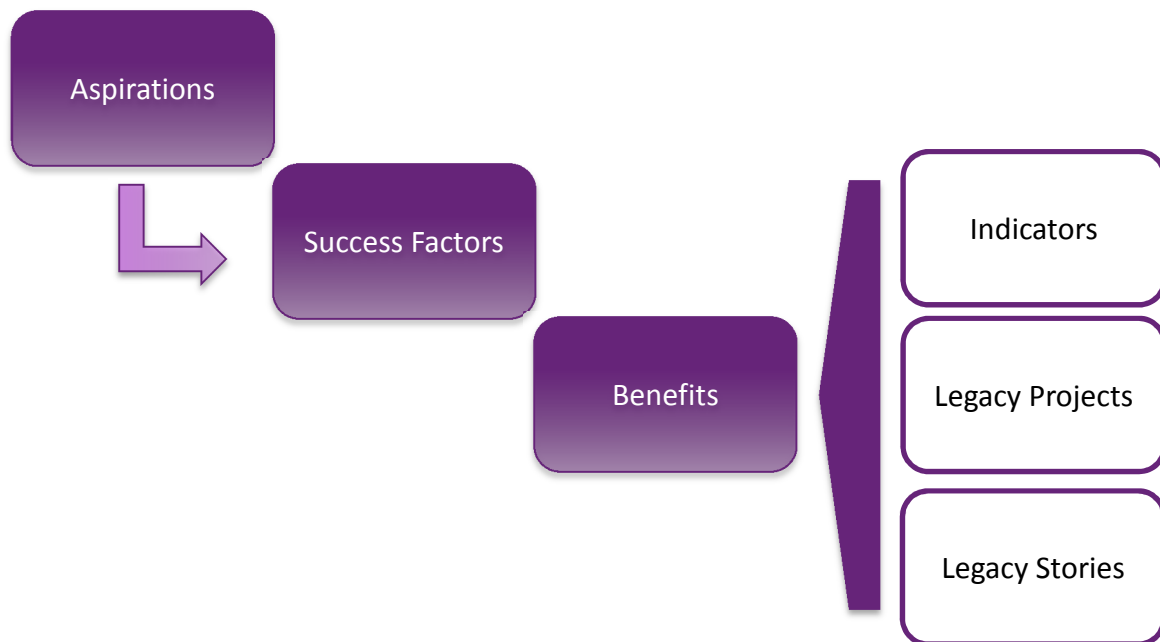
- Diversification of the Gold Coast economy via the Health and Knowledge Precinct.
- Enhancing the underlying infrastructure of the City
- Recognise, respect and celebrate Aboriginal and Torres Strait Islander cultures
- GC2018 is the platform to unite communities and strive for Gender Equality and an end to Domestic and Family Violence
- More Queensland children and adults participating in sport and active lifestyles before, during and after the Games

Taking a benefits management approach, each aspiration aligns with a number of success factors and benefits. Success factors were developed through a state wide consultation process to ensure delivery of the legacy program is informed and led by

stakeholder and community sentiment and expectations. A benefits catalogue was developed and agreed by Games Partners which provides a set of 31 benefits from which to evaluate impact (see Appendix Two).

Benefits are then realised through a set of indicators and identified legacy projects and stories which aide in communicating, evaluating and reporting on the delivery of each benefit.

Diagram One: Benefits Management Approach



To understand the short, medium and long-term impacts and legacies of GC2018, longitudinal evaluation spanning a period of ten years from 2013 to 2023 will be undertaken³.

Monitoring and evaluation under this Framework is scheduled to conclude in 2023; five years after the closing ceremony of GC2018. It is likely legacies will still be realised following 2023; indeed some legacies may not be apparent or clearly defined by 2023. Some legacies may continue to be evaluated and measured by universities and other legacy stakeholders to ensure their ongoing realisation and further leveraging potential.

³ Data collection dates may vary for some outcomes and indicators.

5.0 Methodology

The following methods will be used under the Framework:

5.1 Indicators

An indicator is the description of the specific, observable, and measurable characteristics or change that will represent achievement of the benefit⁴.

Indicators will be designed for each benefit and against each indicator appropriate quantitative measures and data sources will be identified. Up to date information on indicators will be displayed on www.embracing2018.com. Appendix Two provides a summary of the key measures based on the indicators against each benefit.

Indicators will consider the impact and legacy of GC2018 at four levels:

1. Host city
2. Host state
3. Host nation
4. International

The majority of indicators will focus on the host city and host state level. International information will help contextualise the reach of particular legacies and how these may be passed from one host city to another.

It is also acknowledged that not all benefits will be able to be fully realised through the development of indicators. As such, we will be evaluating legacy projects and capturing legacy stories and case studies to show the full picture of legacy benefits for GC2018.

5.2 Project evaluations

All projects included in the legacy program will be required to complete project evaluations. Project stakeholders will undertake a self-evaluation of the efficiency and effectiveness for their project and identify legacy learnings. These will be undertaken at the conclusion of projects or at interim periods for projects of long durations.

While all projects will be required to complete a self-evaluation, some projects may also participate in independent research to further validate their effectiveness.

⁴ Adapted from United Way of America. Measuring Program Outcomes: A Practical Approach. Alexandria, VA: United Way of America; 1996. <http://digitalcommons.unomaha.edu/cgi/viewcontent.cgi?article=1047&context=sliceeval>

Research may focus on major projects or clusters of projects to validate the economic and/or socio-economic legacy.

A balance between self-evaluation and independent research will provide a holistic picture of legacy outcomes, learnings and further opportunities for lasting benefits to be realised.

5.3 Legacy Stories

Telling our legacy stories is an integral part of ensuring key stakeholders and the community are aware of key achievements and in demonstrating the impacts and benefits of hosting GC2018. In the lead up to, during and post-GC2018, qualitative data and case studies will be captured and communicated widely.

5.4 Research

Research may be undertaken to evaluate the effectiveness of the Legacy Program. This will include both qualitative and quantitative research. A number of key research areas are being explored:

- Economic modelling – economic analysis of the impacts and legacies of hosting GC2018 on Queensland’s economy.
- Arts and Culture Program Evaluation – demonstrating the impact of the cultural program experience for GC2018.
- Core Indicators – working with Griffith University to develop a core set of indicators for future Commonwealth Games host cities; these are to be embedded from the bid phase to enable baseline capture.
- Research Network – developing a Commonwealth Games Federation / international university research network to share expertise and champion best practice. Other research opportunities are being explored to capture some of the more difficult legacy benefits to evaluate, such as raising awareness and improving understanding of diversity or increased positive experiences of inclusion.

6.0 How the results will be communicated

Results will be used to:

1. monitor the progress and effectiveness of legacy initiatives;
2. inform decision-making for the future development of legacy initiatives; and
3. communicate legacy benefits and key achievements.

6.1 Reporting

Formal reports will be produced to provide updated analysis of contextual data around outcomes and indicators:

Report	Description	Timing
Snapshot report	Highlights key results achieved to date and also provides contextual data around some key measures to highlight opportunities and serve as a baseline for subsequent reports.	Late 2016
Pre-Games report	Analysis of the benefits realised from the baseline period (2013) to approximately one year prior to the Games.	Late 2017
Post-Games report	Building on the pre-Games report with analysis of the benefits realised around Games time; from late-2017 to mid-2018.	Early 2019
Final evaluation report	Analysis of the benefits realised from the baseline in 2013 to 15 April 2023; a summary and final conclusions regarding the impact and legacy of the Games.	2023

6.2 Online Dashboard

The indicators will be presented as an online dashboard on www.embracing2018.com. The Online Dashboard will be regularly refreshed to visually communicate up to date information on the realisation of benefits to key stakeholders and the broader community.

6.3 Communication Tools and Channels

A communications plan for the Embracing 2018 Legacy Program is under development. This will underpin how we communicate with stakeholders and the community, building awareness of the benefits from GC2018 and promoting key achievements.

There are a number of communication tools and channels that will be used to tell our legacy stories:

- Website - www.embracing2018.com, will provide a platform for key reports, the online dashboard, fact sheets and legacy case studies.
- Social Media – to build engagement in the Legacy Program and tell our legacy stories and key achievements through Facebook, LinkedIn, Twitter, Instagram and YouTube.
- Printed Collateral – showcasing legacy benefits and telling legacy stories where appropriate.
- Media Opportunities – proactive development of opportunities for showcasing legacy benefits from GC2018.

7.0 Resources

The Framework will be managed by the Queensland Government through Department of Tourism, Events and Small Business (DTESB). Games Partners will play an integral part in the implementation of the Framework through the identification and collection of relevant data.

The Queensland Government will prepare and coordinate delivery of the evaluation reports, maintain the data dictionary and manage the economic analysis and implementation of the online dashboard of indicators.

Universities and other organisations may be invited to undertake research under DTESB arrangements to demonstrate the effectiveness of legacy projects.

It is anticipated legacy partners with projects included in the legacy program will contribute human and financial resources necessary to undertake evaluations of initiatives.

8.0 More information

For more information on the Framework or the Embracing 2018 Legacy Program, including reports and how you can get involved, visit www.embracing2018.com.

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Glossary

Aspirations – four key theme areas under the Legacy Program to which benefits align.

Benefit – lasting positive economic, social, environmental or cultural legacy from hosting GC2018.

Data dictionary – a document detailing of the quantitative measures and data sources for each indicator.

Effectiveness - measure of how well the activities of a program, project or policy achieve the intended outcomes.

Efficiency – measure of how resources are used to produce outputs and achieve outcomes.

GC2018 – Gold Coast 2018 Commonwealth Games™.

Impact – change in outcomes for a particular group of people or location as a result of the GC2018 Legacy Program.

Indicator – a description of quantitative measures used to assess the impact of GC2018. Several indicators are linked to each benefit of the Legacy Program.

Legacy – planned and unplanned, positive and negative, intangible and tangible structures created through a sport event that remain after the event⁵.

Longitudinal evaluation - repeated observations or measurements of the same indicators over long periods of time.

Qualitative - data in the form of words.

Quantitative - data in the form of numbers.

Success factor - description of the anticipated benefits for each of the four aspirations of the Legacy Program. Multiple success factors are linked to each aspiration of the Legacy Program.

⁵ Gratton, C., and Preuss, H. (2008) Maximising Olympic impacts by building up legacies. *The International Journal of the History of Sport*, 24 (14), 1922-1938, p1924.

Appendix One: Objectives of Games partners

Queensland Government

1. Demonstrate Queensland's ability to stage a successful, inspiring and memorable international event.
2. Leverage the Commonwealth Games to derive economic benefits and develop local business and workforce capability.
3. Maximise long-term community, sport and health benefits from GC2018.
4. Strengthen Queensland as Australia's premier tourism destination.

GOLDOC

1. To attract the best athletes to compete in a technically excellent, world class, fun and friendly Commonwealth Games.
2. To launch the Commonwealth Games into a new decade with an inspiring, memorable and landmark event.
3. To help our Partners make the most of the opportunities presented by the Games.
4. To engage and harness the enthusiasm of our communities.
5. To contribute to economic growth by working with Partners to promote Queensland tourism, trade and investment.
6. To present the Games in a creative way that will encourage comprehensive and positive exposure and support.

City of Gold Coast

1. Showcase the Gold Coast.
2. Elevate our city's reputation.
3. Inspire community pride and participation.
4. Diversify our economy and create jobs.
5. Deliver a meaningful legacy.
6. Promote a healthy lifestyle.

Australian Government

1. Demonstrate Australia's outstanding reputation as a host of major sporting events.
2. Support the delivery of a safe and successful event.
3. Maximise trade, tourism, sport participation and broader opportunities for Australia.

Appendix Two: Benefits and key measures

SUCCESS FACTOR	BENEFIT	KEY MEASURES ⁶
Aspiration 1 – Delivering GC2018: the inspiring Games		
Gold Coast and Queensland have an international reputation for delivering high quality major events.	GC2018 showcases legacy opportunities for future host cities.	<ul style="list-style-type: none"> • Delivery of a great Games (GC2018 event delivery results and achievements) • Interest generated in GC2018 legacy story.
	GC2018 attracts the Commonwealth's best athletes.	<ul style="list-style-type: none"> • Participation of elite athletes in GC2018.
	The Gold Coast is recognised internationally as a city for elite sport.	<ul style="list-style-type: none"> • Attraction of high-performance training camps and 2nd/ 3rd tier sport events to the Gold Coast. • International ranking of the Gold Coast as major sport destination.
Recognise, respect and celebrate Aboriginal and Torres Strait Islander cultures	GC2018 provides greater opportunities for Aboriginal and Torres Strait Islander people and promotes an increased awareness and understanding of Aboriginal and Torres Strait Islander culture.	<ul style="list-style-type: none"> • Education and awareness program provided on Aboriginal and Torres Strait Islander culture. • Economic, social and cultural opportunities provided for Aboriginal and Torres Strait Islander people to participate in GC2018.

⁶ Key measures are based on the indicators and are subject to change. Benefits will also be measured through Legacy Project outputs and outcomes and Legacy Stories.

SUCCESS FACTOR	BENEFIT	KEY MEASURES ⁶
Best practice lessons in sustainable event management are transferred to future events.	GC2018 demonstrates a leading model for sustainable event delivery.	<ul style="list-style-type: none"> Global Reporting Index measures of sustainable event management (international standard ISO20121).
	GC2018 is leveraged to encourage Australian and Gold Coast communities to implement more sustainable practices, such as reuse and recycling.	<ul style="list-style-type: none"> Increase in Gold Coast residents' waste recovery and recycling rates.
Building peaceful, sustainable and prosperous communities globally by inspiring.	GC2018 is a platform to unite Commonwealth countries on peace, prosperity and sustainability-related issues of critical importance to the host nation's region.	<i>Measured through Legacy Projects and Legacy Stories.</i>
Commonwealth athletes to drive the impact and ambition of all Commonwealth citizens through sport⁷	The Commonwealth Games profile as a diverse and inclusive event is enhanced through GC2018.	<ul style="list-style-type: none"> Global Reporting Index measures of delivery of diverse and inclusive event.

⁷ Sourced from the Commonwealth Games Federation's [Transformation 2022](#) Vision. The related benefits identify the supporting role the Embracing 2018 Legacy Program will play in delivering this vision.

SUCCESS FACTOR	BENEFIT	KEY MEASURES ⁶
Aspiration 2 – Creating enduring jobs and powering economic growth		
Gold Coast and Queensland businesses are competitive for contracts to supply goods and services to GC2018 and other major projects both domestically and internationally	Awareness, capacity and capability building of Queensland businesses for GC2018 resulting in enduring economic uplift.	<ul style="list-style-type: none"> • Procurement and business development opportunities provided to Queensland businesses. • Number and value of GC2018 contracts awarded to Gold Coast and Queensland businesses. • Businesses enhance their capability or capacity as a result of GC2018 experience.
	GC2018 highlights trade and investment opportunities for Australia.	<ul style="list-style-type: none"> • Trade and investment opportunities leveraged from GC2018.
	The GC2018 Queen’s Baton Relay builds engagement, trade and tourism opportunities domestically and internationally.	<i>Measured through Legacy Projects and Legacy Stories</i>
	GC2018 supports jobs growth over 10 years.	<ul style="list-style-type: none"> • Employment supported by GC2018 (direct and indirect jobs supported).
	Queensland businesses experience significant economic uplift.	<ul style="list-style-type: none"> • Economic growth attributable to GC2018 (Gross State Product differential).

SUCCESS FACTOR	BENEFIT	KEY MEASURES ⁶
	GC2018 creates opportunities to obtain new skills, training and experience.	<ul style="list-style-type: none"> • Training opportunities provided to GC2018 workforce (paid and unpaid).
The Gold Coast Health and Knowledge Precinct is recognised internationally as a hub for business, research and development.	GC2018 is a catalyst for accelerating the transformation of the Gold Coast Health and Knowledge Precinct (GCHKP) into a globally competitive 'tech hub'.	<ul style="list-style-type: none"> • Enabling infrastructure developed for the Gold Coast Health and Knowledge Precinct through the Commonwealth Games Village. • Economic and employment benefits generated by the Gold Coast Health and Knowledge Precinct
Queensland is Australia's premier destination for domestic and international tourism.	<p>GC2018 inspires greater levels of customer service on the Gold Coast and in Queensland.</p> <hr/> <p>The Gold Coast and Queensland are tourism destinations of choice.</p>	<ul style="list-style-type: none"> • Increased visitor perceptions of the Gold Coast and Queensland tourism experience. • Gold Coast and Queensland domestic and international visitor numbers and expenditure. • Gold Coast and Queensland accommodation supply and occupancy. • Tourism marketing opportunities leveraged from GC2018.

SUCCESS FACTOR	BENEFIT	KEY MEASURES ⁶
Infrastructure developed for GC2018 provides long term community benefits.	GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast Light Rail Stage Two.	<ul style="list-style-type: none"> • Investment in GC2018 venue infrastructure • Investment in transport infrastructure to support GC2018 • Investment in technology/ smart infrastructure to support GC2018 • Investment in public domain infrastructure to support GC2018
Aspiration 3 – Accelerating the Gold Coast to a world class boutique city		
Gold Coast residents embrace sustainable transport through greater use of public and active transport networks.	GC2018 provides the city with more options for active travel and public transport resulting in greater connectivity.	<ul style="list-style-type: none"> • Increased amount of public and active transport infrastructure and services. • Increased awareness of, and satisfaction with, public and active transport.
	GC2018 accelerates travel behaviour change on the Gold Coast to encourage more people out of their cars.	<ul style="list-style-type: none"> • Acceptance of public and active transport as sustainable and efficient modes of transport. • Regular and event usage of public and active transport options.

SUCCESS FACTOR	BENEFIT	KEY MEASURES ⁶
An environment that fosters innovation and grows successful businesses; and a highly skilled workforce that meets the needs of business and industry⁸	GC2018 is leveraged to build the education sector and knowledge economy to become a defining industry for the Gold Coast.	<ul style="list-style-type: none"> • Performance of the education and training sector on the Gold Coast.
A thriving cultural economy that attracts skills, talent and investment⁹	Local creative industries drive growth in the Gold Coast economy.	<ul style="list-style-type: none"> • Gold Coast creative industries economic and employment contribution.
A city highly regarded across all of our target markets, having achieved the greatest improvement in reputation over the previous 10 years of any city in Australia¹⁰	GC2018 is leveraged to enhance the city's reputation locally, nationally and internationally.	<ul style="list-style-type: none"> • Improved reputation of the Gold Coast locally, nationally and internationally.

⁸ Sourced from the City of Gold Coast's [Economic Development Strategy 2023](#) – Innovation and Workforce themes. The related benefit identifies the supporting role the Embracing 2018 Legacy Program will have in achieving this success factor.

⁹ Sourced from the City of Gold Coast's [Economic Development Strategy 2023](#) – Cultural theme. The related benefit identifies the supporting role the Embracing 2018 Legacy Program will have in achieving this success factor.

¹⁰ Sourced from the City of Gold Coast's [Gold Coast City Reputation Strategic Plan 2013-2023](#). The related benefit identifies the supporting role the Embracing 2018 Legacy Program will have in achieving this success factor.

SUCCESS FACTOR	BENEFIT	KEY MEASURES ⁶
Our city is safe – we feel secure and confident in our communities¹¹	Through hosting GC2018 the perception of safety on the Gold Coast is improved.	<ul style="list-style-type: none"> Improved perceptions of safety on the Gold Coast.
We manage quality rural and urban living while looking after the future of the city’s rainforest, bushland, waterways and open space¹²	Gold Coast’s pristine natural environment is positioned as a point of difference during GC2018.	<ul style="list-style-type: none"> Protection of the Gold Coast’s natural environment. Improved perceptions of the Gold Coast’s natural environment.

¹¹ Sourced from the City of Gold Coast’s [Gold Coast Corporate Plan 2020](#) – Section 1.2. The related benefit identifies the supporting role the Embracing 2018 Legacy Program will have in achieving this success factor.

¹² Sourced from the City of Gold Coast’s [Gold Coast Corporate Plan 2020](#) – Section 3.1. The related benefit identifies the supporting role the Embracing 2018 Legacy Program will have in achieving this success factor.

SUCCESS FACTOR	BENEFIT	KEY MEASURES ⁶
Aspiration 4 – Building active, engaged and inclusive communities		
Queenslanders are encouraged to improve their health and well-being through physical activity.	GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity.	<ul style="list-style-type: none"> • Increased awareness of physical activity and nutrition guidelines. • Increased participation in an active lifestyle.
	GC2018 is leveraged to support the sport and recreation industry to better cater for active communities, from grass roots to high performance.	<ul style="list-style-type: none"> • Value of grants provided to Commonwealth Games sports to develop the sport and recreation industry. • Economic and employment growth of the sport and recreation industry on the Gold Coast. • Community and visitor usage of the GC2018 sporting venues.
Queenslanders have an increased sense of community, embrace diversity and are actively inclusive	GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities.	<ul style="list-style-type: none"> • Pride in hosting GC2018. • Engagement in GC2018 and associated programs. • Increased awareness and positive experiences of Australia's diversity and inclusiveness.
	GC2018 is a catalyst for increased engagement and greater activation of the Gold Coast community.	<ul style="list-style-type: none"> • Increase in Gold Coast residents' pride for the City.

SUCCESS FACTOR	BENEFIT	KEY MEASURES ⁶
Our sporting and community groups are invigorated with a spirit of volunteering and community service.	GC2018 stimulates increased participation, retention and representation of diversity in volunteer programs.	<ul style="list-style-type: none"> Increased participation in volunteering within the community.
Queensland communities embrace cultural activities in the lead up to, during and after GC2018.	Through GC2018 creative talent and culturally diverse communities throughout Queensland are celebrated.	<ul style="list-style-type: none"> Community participation in and public value of GC2018 arts and culture events. Festival 2018 celebrates diversity and showcases the authentic spirit of the Gold Coast and Queensland.