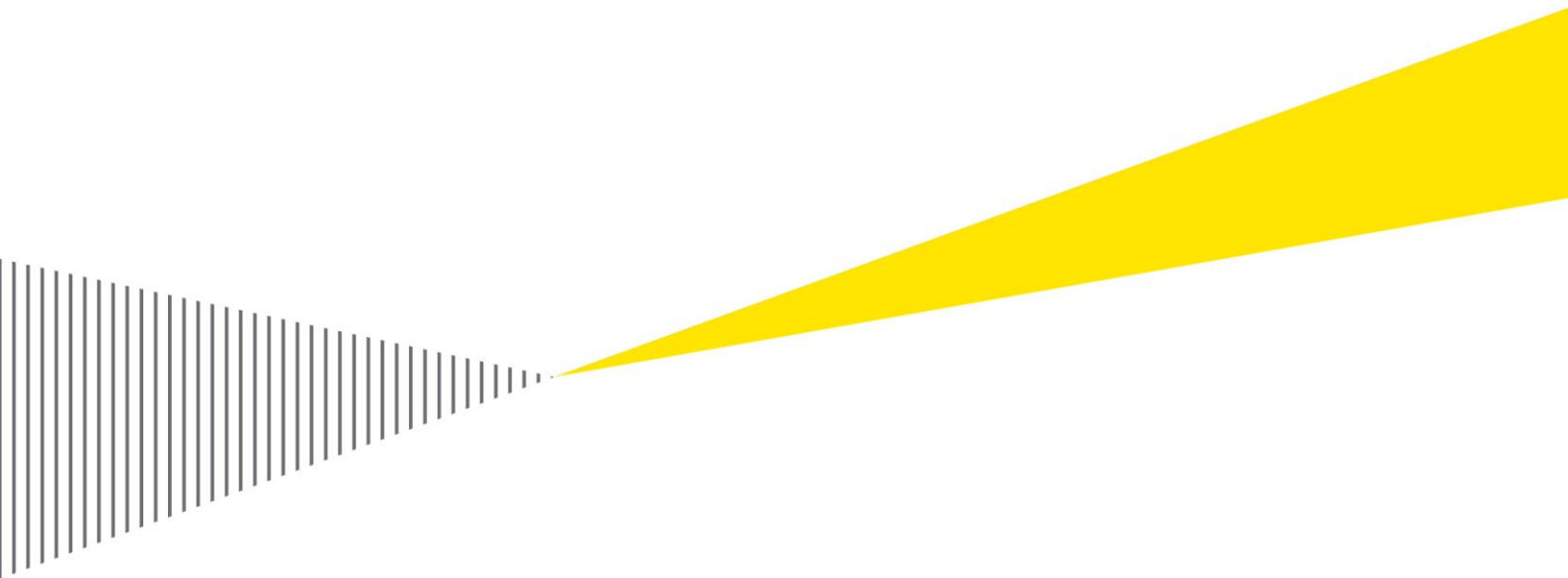


Social Return on Investment of Tasmanian youth justice programs

Save the Children Australia

June 2015



"Save the Children are really good at looking at the bigger picture: they take a holistic, customized view to solving the issue

(...)

The kids see a different path than offending: they realize that there is an alternative"

Hobart Youth Court Magistrate



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Executive summary

This report presents the results of a Social Return on Investment evaluation of Save the Children Australia's two Youth Justice Programs in Tasmania: Supporting Young People on Bail and Transition from Detention.

Save the Children - Youth Justice Programs

Save the Children is an international non-governmental organization that promotes children's rights, provides relief and helps support children in both developing and developed countries.

Save the Children Australia (SCA) runs two Youth Justice Programs in Tasmania:

- ▶ Supporting Young People on Bail (SYPoB), a diversionary program that works one-on-one with young people (aged 10 to 17 years) appearing in court for the first time and who have been placed on bail before sentencing
- ▶ Transition from Detention (TfD) works with young people (aged 10 to 18 years) who are transitioning from Ashley Youth Detention Centre into the community

Both programs have the following aims:

- ▶ To reduce the number of young people held in remand and detention in Tasmania
- ▶ To support young people to re-engage with educational, vocational, and positive recreational opportunities

SCA engaged EY to undertake an evaluation of the two programs, to measure the extent of the social and economic value they created and provide a monetary figure for that value. SCA see this initial exercise as providing them with the capacity to:

- ▶ Build the evidence base for a long-term, systematic justice reinvestment approach in Tasmania
- ▶ Assess the potential for this model to be replicated elsewhere in Australia
- ▶ Seek funding for similar youth justice diversion programs from government, corporate and philanthropic sources

About the SROI evaluation

For the purposes of this evaluation, EY applied the Social Return on Investment (SROI) methodology. SROI is an internationally-recognised approach for understanding and measuring the impacts of a program or organisation. It looks at what changes for key stakeholders, from the perspective of these stakeholders.

Using the SROI approach, it is possible to understand the actual '*impact*' of activities, rather than simply measure the delivery of *activities* or *outputs*. Once impacts have been identified, a monetary value is used to represent the outcomes experienced by stakeholders. The value of the outcomes can then be compared to the investment required to generate the outcomes, providing an indication of cost effectiveness.

SROI is unique as an evaluation methodology in that:

- ▶ It is stakeholder-centric: stakeholders experiencing the change dictate what is measured
- ▶ Outcomes that would traditionally be considered intangible are quantified and valued
- ▶ It takes into account the fact that not all participants will experience the same change, and therefore considers “distance travelled” to accommodate the varying degrees of change experienced by stakeholders
- ▶ It looks at the process of change holistically by considering what would have happened to stakeholders had the programs not existed (deadweight), and attributing change to other stakeholders where appropriate

This SROI study has been modelled to evaluate the social and economic value created by the Youth Justice Programs between 2011 (start of programs) and 2014. It is based on an analysis of the current model of service delivery, on qualitative stakeholder engagement (with SCA Youth Workers, young offenders - participants - and a selection of key youth justice agencies), and primary data collected through a survey of both past and existing participants.

Stakeholders

An Advisory Group consisting of representatives from EY, SCA and the Tasmanian Department of Health and Human Services was established to help facilitate the SROI, monitor progress and review outputs. Stakeholders of the Youth Justice Programs were first identified in consultation with the Advisory Group. Interviews were then conducted with a selection of stakeholders. These interviews, in conjunction with Advisory Group input, informed the selection of three material¹ stakeholder groups for inclusion in the SROI calculation.

The three material stakeholders included in the scope of the SROI analysis are:

- 1) Supporting Young People on Bail participants
- 2) Transition from Detention participants
- 3) Tasmanian youth justice agencies

Engaging directly with stakeholders was essential to the SROI evaluation: it provided qualitative information on the outcomes stakeholders experienced as a result of their involvement with the Youth Justice Programs.

Outcomes

SROI is underpinned by the concept of the “theory of change”, which tells the story of how stakeholders are involved with the program and their perception of how their lives (or organisations) have changed as a result.

Informed by stakeholder engagement, the theory of change identified short, medium and long term outcomes for young people and Tasmanian youth justice agencies. This SROI has quantified and valued the long term outcomes, which are presented in Figure 1 below.

¹ In SROI, a stakeholder is deemed ‘material’ if sufficient social value has been created for that stakeholder

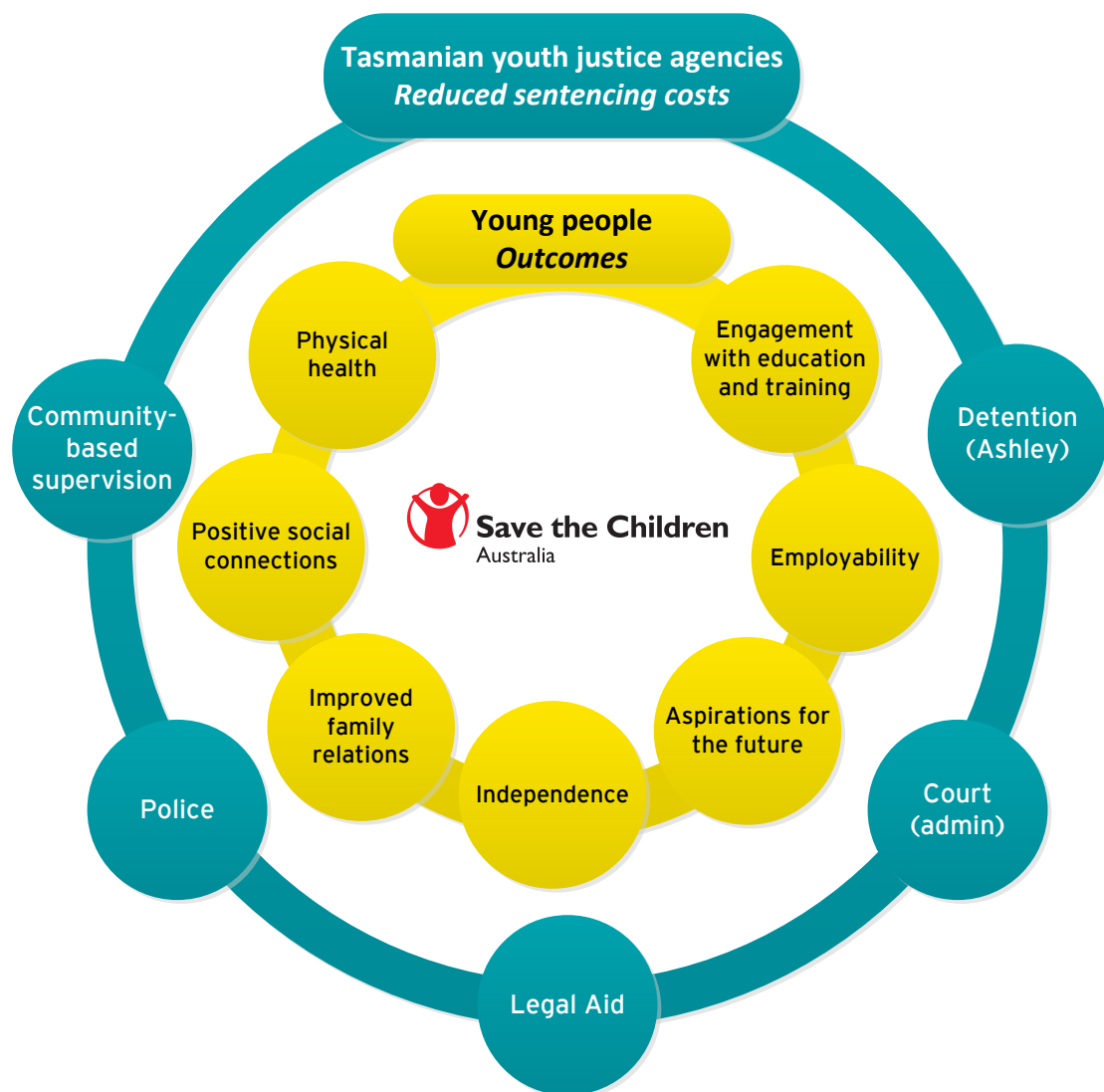


Figure 1: Long term outcomes for young people and Tasmanian youth justice agencies

Data collection

Participants

EY worked with SCA Youth Workers to develop bespoke outcome scales for use when surveying participants. Each five-point scale had a set of accompanying statements (or indicators) which provided context for participants, hence making it easier for them to self-assign a score on the scale. The scales were formulated in a way that captures distance travelled: participants were asked to rate themselves “Now” and “Before engaging with SCA” against each of the five statements.

Youth justice agencies

In order to measure cost savings for youth justice agencies, EY collected data to model what would have happened (in terms of sentencing outcomes) if participants had not engaged with SCA. This counterfactual was compared to sentencing outcomes for participants who did engage with SCA.

Impact

One of the principles of SROI is to only take credit for the additional value created. This ensures that the organization is focused on generating additional value for stakeholders, and that any claims regarding impact are robust and credible.

During the quantitative data collection phase, young people were asked how much of the change would have happened if they had not engaged with SCA. This represents the deadweight, or counterfactual².

Impact is defined as the outcomes (distance travelled) that remain after accounting for what would have happened anyway (deadweight), and any external factors that may have contributed to the outcomes (attribution)³. Therefore, measuring impact enables identification of the isolated effect of a program on its stakeholders.

The following two figures present SCA's impact on young people participating in SYPoB and TfD. SCA's impact, which is what remains after subtracting deadweight to the distance travelled, represents what SCA can claim credit for.

Impact - Supporting Young People on Bail

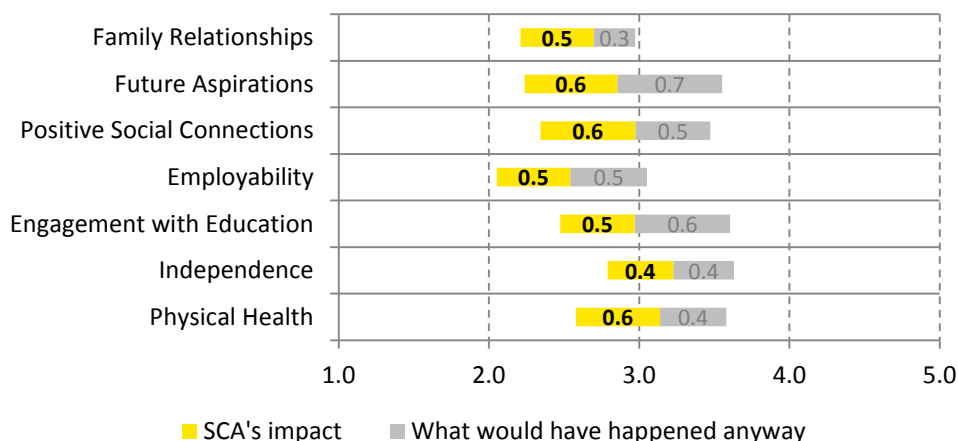


Figure 2: Impact - SYPoB

² A low deadweight indicates that participants felt the program was necessary to create change and they would not have experienced those changes otherwise.

³ For the purposes of reducing the number of questions in the survey, consideration of attribution was built into the outcome survey scales.

Impact - Transition from Detention

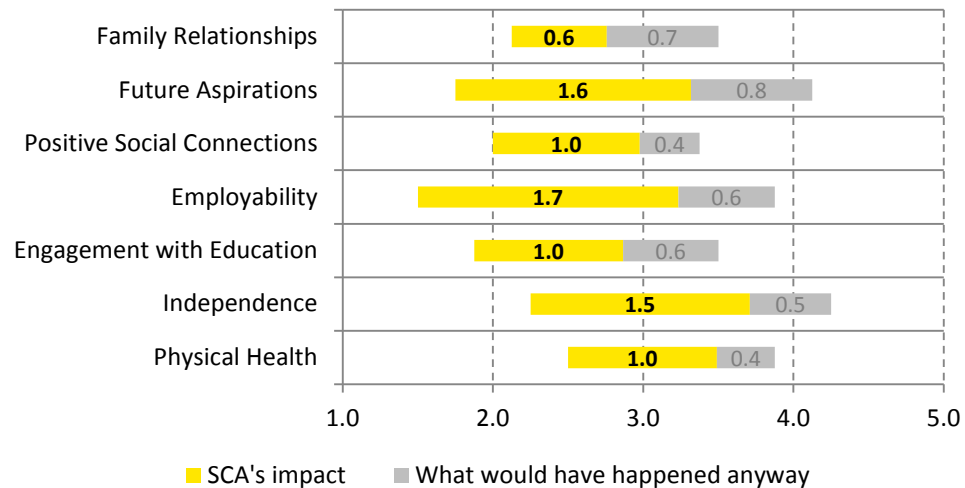


Figure 3: Impact - TfD

Value creation and the SROI ratio

An estimated \$5.5 million in social and economic value was generated by SCA's two Youth Justice Program between 2011 and 2014 (\$1.45 million per year):

- ▶ Outcomes for participants represent 68% of the total value (approximately \$3.7 million)
- ▶ Cost savings to youth justice agencies (stemming from reduced sentencing costs) represent 32% of the total value (approximately \$1.8 million)

	Value created			
	During funding period (2011-2014)	1 year post engagement with SCA	Total value	Present value
SYPoB - Social value generated for participants	\$ 1,161,188	\$ 803,251	\$ 1,964,439	\$ 1,918,972
SYPoB - Cost savings to youth justice agencies	\$ 935,587	\$ 0	\$ 935,587	\$ 935,587
TfD - Social value generated for participants	\$ 1,638,142	\$ 205,693	\$ 1,843,835	\$ 1,832,193
TfD - Cost savings to youth justice agencies	\$ 848,893	\$ 0	\$ 848,893	\$ 848,893
Total present value of outcomes				\$ 5,535,645
Investment				\$ 1,573,979
SROI ratio				3.5

Table 1: Value created by SCA's Youth Justice Programs

Table 1 shows that:

- ▶ **The combined return on investment for the two Youth Justice Programs is 1:3.5.** This means that every dollar invested into the programs in Tasmania yields approximately \$3.50 in social and economic value.
- ▶ **The SROI ratio for SYPoB is 1:3.4.** The value created through this program consists of both social outcomes for the participants (\$1.9 million) and economic savings to various youth justice agencies (\$935,587) through a reduced number of young people in detention and improved management of young people under community based supervision.
- ▶ **The SROI ratio for TfD is 1:3.6.** The value created through this program consists of both social outcomes for the participants (\$1.8 million) and economic savings to various youth justice agencies (\$848,893).

The following figures illustrate the value generated through each of the Youth Justice Programs -Figures 4 and 6 present the total value created while Figures 5 and 7 provide a breakdown of the social value created for participants.

Total value created by SYPoB

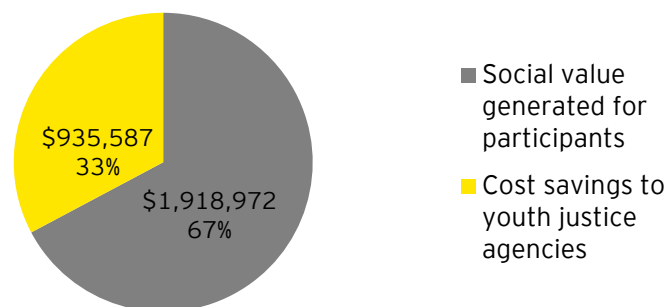


Figure 4: Total value created by SYPoB

Social value generated for SYPoB participants

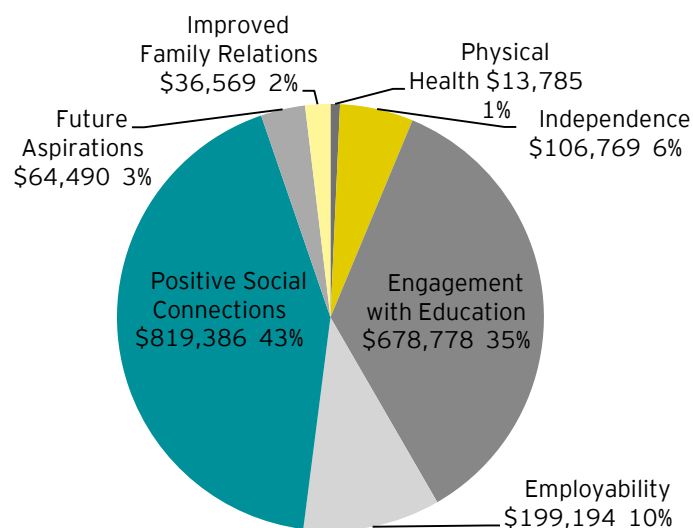


Figure 5: Social value created for SYPoB participants - broken down by outcome

Total value created by TfD

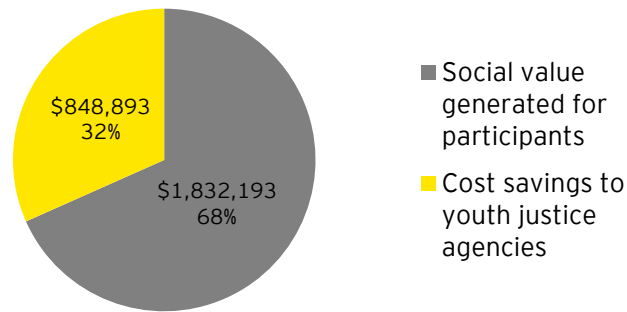


Figure 6: Total value created by TfD

Social value generated for TfD participants

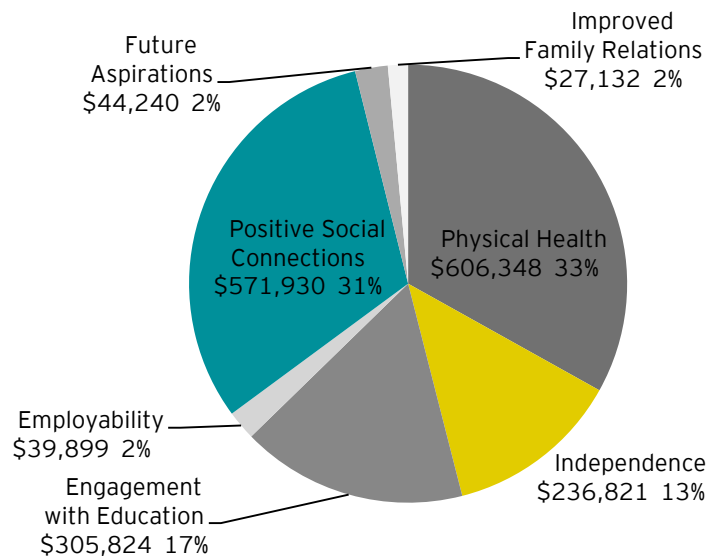


Figure 7: Social value created for TfD participants - broken down by outcome

An analysis of results is provided below:

- ▶ Most of the social value generated for young people by both SYPoB and TfD lies in “positive social connections” and “engagement with education”. This was expected given the design of the Youth Justice Programs and responses during interviews. In fact, Youth Workers mentor participants to develop more positive social behaviours. They also actively encourage them to engage with education and/or vocational training.
- ▶ The outcomes with the lowest amount of social value created are “aspirations for the future” and “improved family relations”. This was expected given that, in most cases, Youth Workers work with participants and not their families (due to limited resources). In addition, a change in aspirations for the future was more prevalent for

participants who had engaged with Youth Workers for extended periods of time (which was the case for a small minority of young people).

- ▶ Contrary to SYPoB, improvement in “physical health” is the most prevalent outcome for TfD participants. This reflects the emphasis placed on physical activity: Youth Workers strongly encourage TfD participants to regularly engage in a variety of sporting activities.
- ▶ Cost savings to youth justice agencies represent approximately 30% of the value created through each Youth Justice Program.

Success factors

In addition to identifying what social value is created for stakeholders, an SROI analysis can reveal valuable findings which point to success factors and potential improvements. With that in mind, we have compiled a number of observations and recommendations, which can be found in more detail in Section 8, but are summarized here:

- ✓ The professionalism, expertise and commitment of SCA Youth workers are key to Program success
 - ▶ Youth Workers’ engagement approach is customised, holistic and flexible
 - ▶ Youth Workers play multiple roles, including parent, mentor, friend and teacher
- ✓ SCA acts as an important gateway to a number of services providing support to disengaged young people
 - ▶ Left to their own, participants find it hard to navigate the complex system of relevant agencies and service providers
 - ▶ Participants can rely on Youth Workers to represent their interests to front of service providers and relevant agencies - therefore, young people no longer need to disclose personal matters to multiple organisations (which can be a trying experience)
- ✓ Proactive interventions are a distinct characteristic of the support provided
 - ▶ Youth Workers are in the frontline for young people (by attending Court and/or being present the first day a young offender enters Ashley)
- ✓ Participation is voluntary
 - ▶ Participants do not see the program as something that is “forced on them”, which prompts them to engage anyway
- ✓ Response to young people is immediate
 - ▶ Resources to fund transport, training programs or recreational activities are available almost immediately, with minimal bureaucracy - this enables Youth Workers to respond and cater to the needs of participants whenever required
- ✓ The communication and engagement style promotes a more reflective approach
 - ▶ Participants learn practical problem solving skills by breaking down issues and analysing them in a familiar context that they can relate to

Section 1 Introduction

This section introduces the Youth Justice Programs in Tasmania. It also describes the scope and approach employed in this SROI evaluation.

Save the Children Australia

Save the Children is an international non-governmental organization that promotes children's rights, provides relief and helps support children in developing and developed countries. The organization runs programs in 33 countries, including Australia, where it is one of the nation's largest aid and development agencies dedicated to helping children.

Save the Children Australia (SCA) runs two youth justice programs in Tasmania:

- ▶ Supporting Young People on Bail (SYPoB)
- ▶ Transition from Detention (TfD)

Both programs have the following aims:

- ▶ To reduce the number of young people held in remand and detention in Tasmania
- ▶ To support young people to re-engage with educational, vocational, and positive recreational opportunities

Both programs feature:

- ▶ Collaborative service delivery with other stakeholders in the youth justice system (e.g. Youth Court, Tasmania Police, Youth Justice Services, schools, etc.)
- ▶ Voluntary participation by young people
- ▶ A focus on the educational, vocational and recreational goals of the young people
- ▶ Solutions-focused programs that empower young people to make changes by supporting their existing strengths, skills or talents and
- ▶ One-on-one mentoring and practical support

Supporting Young People on Bail

Supporting Young People on Bail is a diversionary program that works one-on-one with young people (aged 10 to 17 years) appearing in court for the first time and who have been placed on bail before sentencing. Young people are referred to the program by Youth Justice (Department of Health and Human Services - DHHS), Tasmania Police Early Intervention Unit, the Magistrates Court, Department of Education, Legal Aid, Centrelink and/or TasTAFE. Through the funding period, the program has had 144 participants referred with 87 choosing to voluntarily engage with the youth workers and 57 opting out.

SYPoB is an intensive, goal-focused program that connects young people with services that are likely to support them after their bail period.

During the bail period, young people are guided toward identifying their goals and aspirations. These goals form the basis of an individually-tailored Bail Support Plan which is presented to the Youth Justice Court Magistrate. Goals can be: "I want to be a motor mechanic"; "I want to get my licence"; or "I want to finish Grade 10".

"When the kids engage with SCA, they are less likely to remain in custody"
Tasmania Police Southern Early Intervention Unit

An SCA Youth Worker supports and mentors the young person to help them meet his/her goals. After approximately a month of working on those, the young person returns to the Youth Justice Court for sentencing. The level of commitment demonstrated towards achieving goals during this period is directly reflected in the Magistrate's sentencing.

Key activities in the SYPoB program are:

- ▶ One-on-one mentoring with the young person and providing practical support to help him/her re-engage with educational, vocational and positive recreational activities
- ▶ Provision of individual Bail Support Plans to the Youth Court Magistrate (each Bail Plan includes the young person's specific recreational, educational and vocational goals and aspirations)
- ▶ Provision of Bail Support Plan Progress Reports to the Youth Court Magistrate (each Progress Report details the young person's progress towards meeting his/her identified goals and aspirations)

Working with young people

Recreational activities: ice-skating, bowling, squash, mountain-biking, movies, art gallery excursions, surfing, etc.

Vocational courses: Y-space, UTurn, driver's license, First Aid, CV writing, etc.

Educational support: school pick-up and drop-offs, TasTAFE enrolments, discussions with Department of Education social workers, etc.

General support: liaison with lawyers, family mediation, helping with Centrelink issues, drug and alcohol counselling, organising identification, etc.

Transition from Detention

The Transition from Detention program works with young people aged 10 to 18 years who are transitioning from Ashley Youth Detention Centre into the community. SCA youth workers worked with 53 participants all of whom engaged with them whilst in Ashley detention centre. 48 continued to engage with SCA on release from Ashley with 5 opting out.

"SCA achieves a higher degree of trust from young people because they are passionate, independent and they get results"

Tasmania Police Southern Early Intervention Unit

SCA Youth Workers work with youth offenders prior to release from Ashley and post-release in the community in southern Tasmania. This is a long-term, intensive, strengths-based, one-on-one, practical mentoring support program that aims to influence negative patterns of behaviour by modelling positive social behaviour and providing positive alternatives.

Youth Workers meet face-to-face with each young person for a minimum of four hours each week. An

individual program is developed based on the young person's educational, recreational and vocational goals and aspirations.

The development of a positive relationship with the young person while he/she is in detention is crucial to maintaining contact once the young person is released into the community: only 9% of young people who engage with the program whilst in detention choose not to engage when back in the community (Save the Children 2014b).

Social Return on Investment

The SROI methodology was used to understand the social and economic impacts of the Youth Justice Programs on the young people with whom SCA's Youth Workers work, communities in which they live, and the Tasmanian youth justice system.

SROI is an internationally-recognised approach for understanding and measuring the impacts of a program or organisation. It looks at what changes for key stakeholders, from their perspective.

Using the SROI approach, it is possible to understand the actual 'impact' of activities, rather than simply measure the delivery of activities or outputs (such as "number of young people engaging with Youth Workers" or "number of young people who gained work experience"). The SROI methodology also enables organisations to get a better understanding of the processes that affect their stakeholders, by identifying the links between activities and impacts.

Once impacts have been identified, a monetary value is used to represent the outcomes experienced by stakeholders. The value of the outcomes can be compared to the investment required to generate the outcomes, providing an indication of cost effectiveness. SROI thus turns social and environmental impact into a language that is widely understood by investors and decision makers.

Refer Appendix A for further information on the SROI methodology and an explanation of key terms.

SROI calculation overview

An overview of the calculations involved to forecast the social value is presented below.

$$\text{SROI} = \frac{\text{Total present value of outcomes}}{\text{Total investment in activities}}$$

Present value of an outcome = Outcome incidence x financial proxy value x benefit period

Outcome incidence = [(magnitude of change x number of stakeholder experiencing outcomes) - deadweight] x attribution

Figure 1: SROI calculation overview

Scope and approach of this SROI evaluation

This SROI has been modelled to evaluate the social and economic value created by the Youth Justice Programs between 2011 (start of programs) and 2014. It is based on an analysis of the current model of service delivery, on qualitative stakeholder engagement (with SCA Youth Workers, young offenders - participants - and a selection of key youth justice agencies), and primary data collected through a survey of both past and existing participants.

The ratio is based on budgeted input costs for delivering the two Youth Justice Programs between 2011 and 2014, as well as grants and support from government agencies and various foundations. Inputs include:

- ▶ Salaries, management fees and operating costs for each program
- ▶ Travel and training for SCA Youth Workers
- ▶ Grants from Tasmanian Department of Health and Human Services and Department of Education
- ▶ Grants from non-governmental organisations (including Tasmanian Community Fund, AndyInc, and Law Foundation of Tasmania)

Advisory Group

An Advisory Group comprising high level stakeholders and/or experts is usually set up early into the SROI evaluation. Its role is to provide guidance and key checks throughout the process, as well as ensure internal buy in. It also helps the organisation learn more about SROI and how to measure the impacts of its own services.

The Advisory Group set up for this project comprised:

- ▶ Melissa Wells, Senior Economist, SCA
- ▶ Dominique Bigras, Monitoring & Evaluation lead, SCA
- ▶ Lisa Cuatt, Program Manager, SCA
- ▶ Robbie Gillespie, Youth Programs Coordinator, SCA
- ▶ Anita Doig, Tasmanian Department of Health and Human Services
- ▶ Mark Mason, Tasmanian Department of Health and Human Services

Stakeholders of the Youth Justice Programs were identified in consultation with the Advisory Group.

Section 2 Youth justice in Tasmania

This section outlines the context in which SCA works: the Tasmanian youth justice system.

Youth justice in Tasmania

In Tasmania, the youth justice system includes the police, the Youth Court, Youth Justice Services (Department of Health and Human Services) and non-governmental service providers such as SCA.

Figure 2 outlines the youth justice continuum in Tasmania, from initial contact with police through to prosecution, sentencing and sentence supervision.

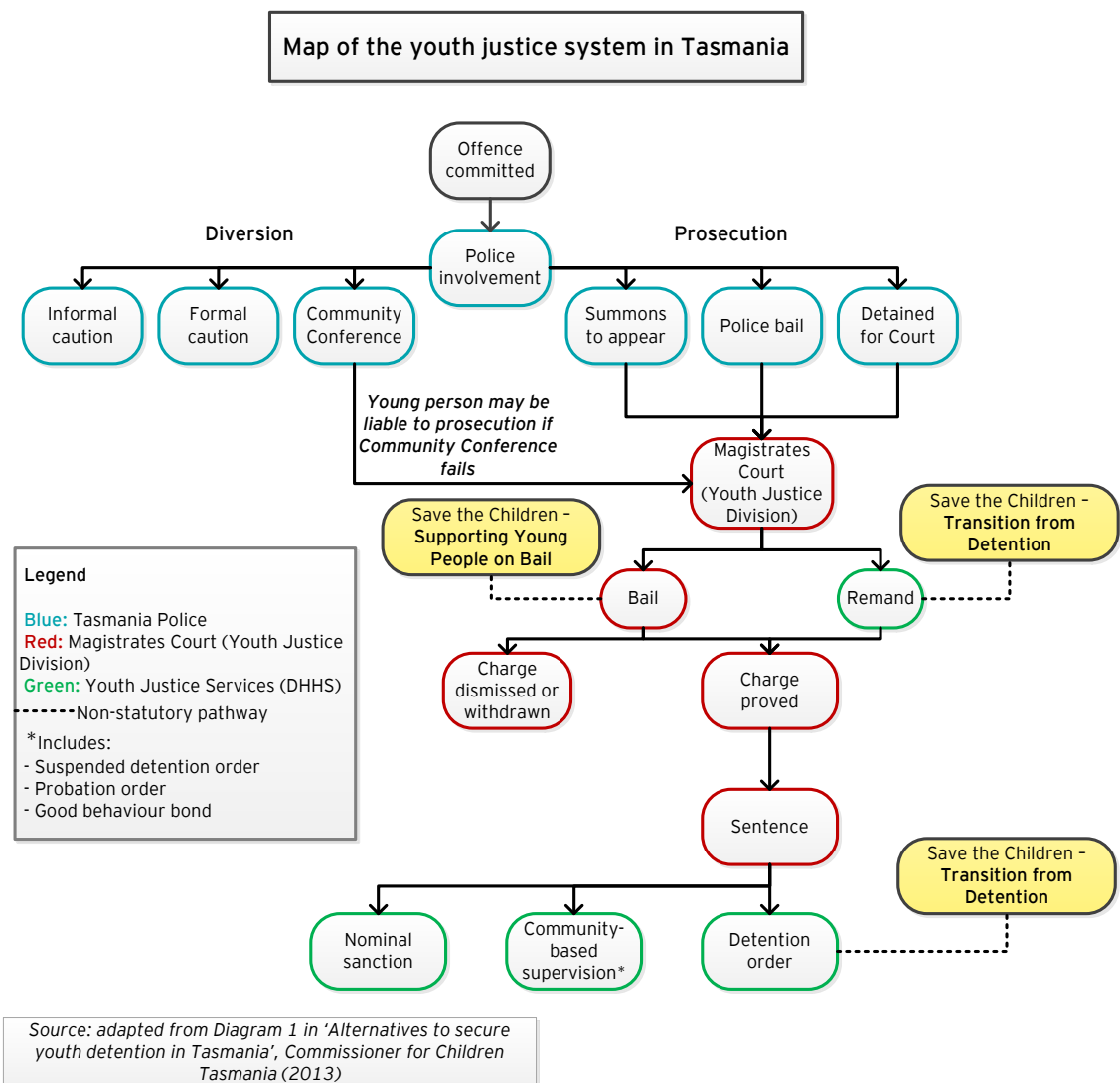


Figure 2: Map of the youth justice system in Tasmania

Youth offending in Tasmania

Figure 3 below presents the number of young people involved in Tasmania's juvenile justice system in 2011-12, and with reference to all Tasmanian young people aged 10 to 17 years.

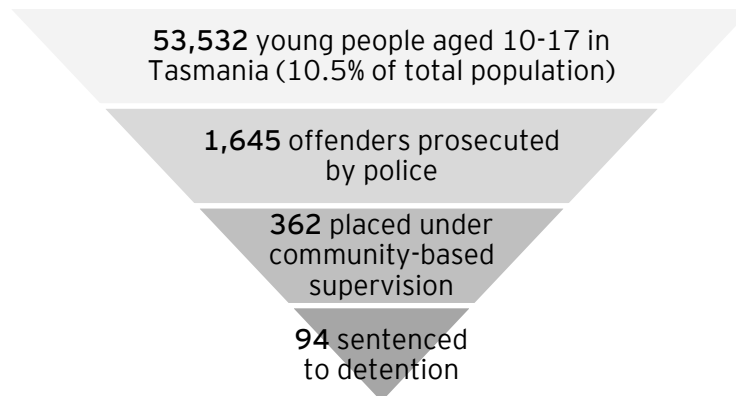


Figure 3: Youth offending in Tasmania (2011-12)

Sources: Australian Institute of Health and Welfare (AIHW 2012), Australian Bureau of Statistics (ABS 2012), and Department of Police and Emergency Management Annual Report (2012)

Of an estimated population of 53,532 young people aged 10 to 17 years (which represents nearly 11% of Tasmania's population), 1,645 committed offences which led to prosecution by police. Of 1,645 offenders, 362 (22%) were placed under community-based supervision, and 94 (6%) were placed in detention.

In 2011-12, the types of offences brought before the Magistrate's Court were the following (ordered by highest proportion of offences):

1. Breaches of bail suspended sentences, community service orders, probation - 23%
2. Theft and related offences - 17%
3. Acts intended to cause injury - 13%
4. Unlawful entry with intent/burglary, break and enter - 10%
5. Traffic and vehicle regulatory offences - 10%
6. Public order offences - 6%
7. Property damage and environmental pollution - 6% (Magistrate's Court of Tasmania 2012)

"If SCA didn't engage with the kids, a private service provider would have to be engaged, which is costly"
Tasmania Police Southern Early Intervention Unit

Since 2011, the youth justice landscape in Tasmania has changed significantly: there has been a deliberate shift in sentencing outcomes thanks to the trialling of a Specialised Youth Justice Court pilot which has adopted a more therapeutic, bailed-based approach with young offenders. It is also in 2011 that SCA started running both SYPoB and TfD programs.

Specialised Youth Court Pilot

In January 2011, the Magistrates Court in Hobart started a Specialised Youth Justice Court pilot (the Pilot). The Pilot has incorporated the use of a 'special list' for at-risk or vulnerable young people, where sentence can be deferred while a young offender participates in a bail-based therapeutic program (such as SCA's SYPOB program) supervised by the court. The Pilot has adopted a therapeutic, problem-solving approach to attempt to address the broader social issues underlying youth offending behaviour (Commissioner for Children Tasmania 2013).

In September 2013, an evaluation of the Pilot was undertaken. It found that the Pilot achieved all but one of its formal objectives (improved timeliness of finalisations) and recommended that the Specialised Youth Justice Court continues to operate in Hobart. The evaluation report also suggested that a Specialised Youth Justice Court should be commenced in Launceston (Magistrates Court Tasmania 2013). Both recommendations have been implemented.

Gap in service delivery

In order to foster a collaborative and multi-agency approach, the Pilot introduced the practice of having the same personnel (both legal and non-legal) in the courtroom on youth justice sitting days, hence providing a reliable flow of information and expertise to the court.

"Before SCA there was no coordination of services for the kids"
Tasmania Police Southern Early Intervention Unit

SCA joined the Pilot in May 2011 (at the start of SYPOB program), and was authorised to access listings and attend closed court sessions in order to support case management of offenders.

The evaluation report found that the involvement of SCA in the courtroom workgroup, and its role in the 'special list' in particular, was "highly beneficial" (Magistrates Court Tasmania 2013).

An important aspect of the Pilot is the use of sentence deferral, which enables some young offenders to participate in a bail-based therapeutic program supervised by the court before sentence. Deferral of sentence is a flexible tool which allows a court to assess a youth's prospects of rehabilitation and to provide him or her with an opportunity to address underlying factors which may have contributed to their offending behaviour.

Deferral of sentence would not be possible without programs like SYPOB which:

- ▶ Help young people identify goals and develop a tailored Bail Support Plan which is presented to the Youth Justice Court Magistrate
- ▶ Mentor young people to help them meet their goals
- ▶ Support young people when they return to court for sentencing
- ▶ Connect young people with services that are likely to support them after their bail period

SCA is the only organisation that provides support to young offenders both in the court and in the community. For this reason, SCA's activities have been filling a gap in service delivery and have contributed to the success of the Pilot.

"There was a gap in service delivery when the Specialised Youth Justice Court Pilot started in 2011. There was a need for support and mentoring of young people attending the Court"

Senior Policy Adviser, Magistrates Court

Section 3 Stakeholder identification and network analysis

This section provides a closer look at the stakeholders for whom social value is created through their involvement with SCA. It also outlines the results of a network analysis undertaken to understand the roles of and relationships between various youth justice-related organizations.

Stakeholder identification and engagement

Material stakeholders

Stakeholders of the Youth Justice Programs were first identified in consultation with the Advisory Group. Interviews were then conducted with a selection of stakeholders. These interviews, in conjunction with the information provided by the Advisory Group, informed the selection of three material stakeholder groups for inclusion in the SROI calculation.

In SROI, a stakeholder is deemed 'material' if sufficient social value has been created for that stakeholder, compared to the total social value generated by the program. If enough social value is created for a stakeholder (i.e. if deemed material), then it is included in the analysis. Such materiality assessment makes the lengthy data collection and modelling processes (which are part of the SROI evaluation) more efficient as they are focused on the material stakeholders only, rather than the full spectrum of stakeholders.

The three material stakeholders included in the scope of the SROI analysis are:

- 1) Supporting Young People on Bail (SYPoB) participants
- 2) Transition from Detention (TfD) participants
- 3) Youth justice agencies

Client profiles

Risk assessment

At the beginning and end of each engagement with a young person, SCA Youth Workers use a risk assessment template to assess his/her vulnerability or risk on eight different dimensions:

- 1) Family relationships
- 2) Accommodation
- 3) Recreation
- 4) Education
- 5) Drug and alcohol
- 6) Mental health
- 7) Offending history
- 8) Social / community

SCA Youth Workers would assign a zero if there was no risk in a particular dimension or a five if there was extreme risk. This assessment allows them to understand the young person's risk profile at the beginning of the engagement, and evaluate progress at the end.

Most young people who participate in SYPoB and TfD programs have limited family or community support. However, they have different risk profiles:

- ▶ SYPoB supports young people who do not have Youth Justice Supervision or Child Protection Orders. They have a lower risk profile than participants of the TfD program.
- ▶ TfD participants' risk profiles are inherently higher due to the fact they have engaged in more serious offences and/or have re-offended several times before being sentenced to detention.

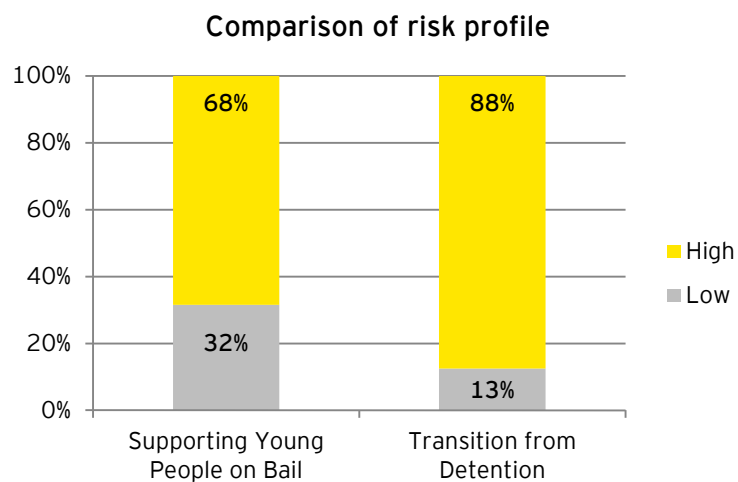


Figure 4: Comparison of risk profile between SYPoB and TfD participants

Note: Risk profiles are based on a sample of 38 SYPoB participants and 8 TfD participants

Stakeholder engagement summary

Table 1 below outlines the stakeholder engagement undertaken for the SROI evaluation.

Stakeholder	Stakeholder engagement method	Purpose of engagement
Young people		<ul style="list-style-type: none">► Confirm program activities (previously identified through a review of documentation provided by SCA)► Identify and prioritise outcomes for young people► Amend theoretical Theory of Change for young people (developed through literature review)► Develop actual Theory of Change for young people
Supporting Young People on Bail - Participants (7 participants)	► Interviews and focus groups on 21st October	
Transition from Detention - Participants (8 participants)	► Interviews and focus groups on 22 nd October	
SCA Youth Workers		
Supporting Young People on Bail - Youth Workers	► Interviews and focus groups on 21 st October	
Transition from Detention - Youth Workers	► Interviews and focus groups on 22 nd October	
Youth justice agencies		<ul style="list-style-type: none">► Confirm outcomes for young people► Identify outcomes for the youth justice related agency► Confirm SCA's collaboration with Youth Justice (DHHS), Youth Court Magistrate (mainly SYPoB), Tas Police Early Intervention Units (mainly SYPoB), Department of Education, Ashley Youth Detention Centre (only TfD), Child Protection (DHHS) and other community agencies - these organisations were previously identified through a review of documentation provided by SCA
Youth Magistrates Court - Senior Policy Adviser	► Phone interview on 30 October 2014	
Youth Magistrates Court - Magistrate	► Phone interview on 14 November 2014	
Tasmania Police Early Intervention Unit - Sergeant	► Phone interview on 3 November 2014	
Children and Youth Services (DHHS) - Principal analyst	► Phone interview on 7 November 2014	
Community Youth Justice (DHHS) - Manager Custodial Youth Justice	► Phone interview on 7 November 2014	

Table 1: Stakeholder engagement summary

The stakeholder engagement phase confirmed that SCA is part of a dense network of Tasmanian youth justice agencies, which prompted EY to undertake a network analysis.

Network analysis

Network analysis is a tool that enables connections to be visualised, highlighting trends and gaps which can then be addressed. It helps to identify key stakeholders, understand the role of a particular agency in a system (in this case, the role of SCA in the Tasmanian youth justice landscape), and assess the strength of relationships between organisations in that system. Those connections may be crucial to achieving outcomes for target beneficiaries – therefore, undertaking a network analysis enables the importance of collaboration between different organisations in a particular system (e.g. Tasmanian youth justice) to be recognised.

Results

EY undertook a network analysis for each of SCA's Youth Justice Programs. Results are presented in Figures 5 and 6 below.

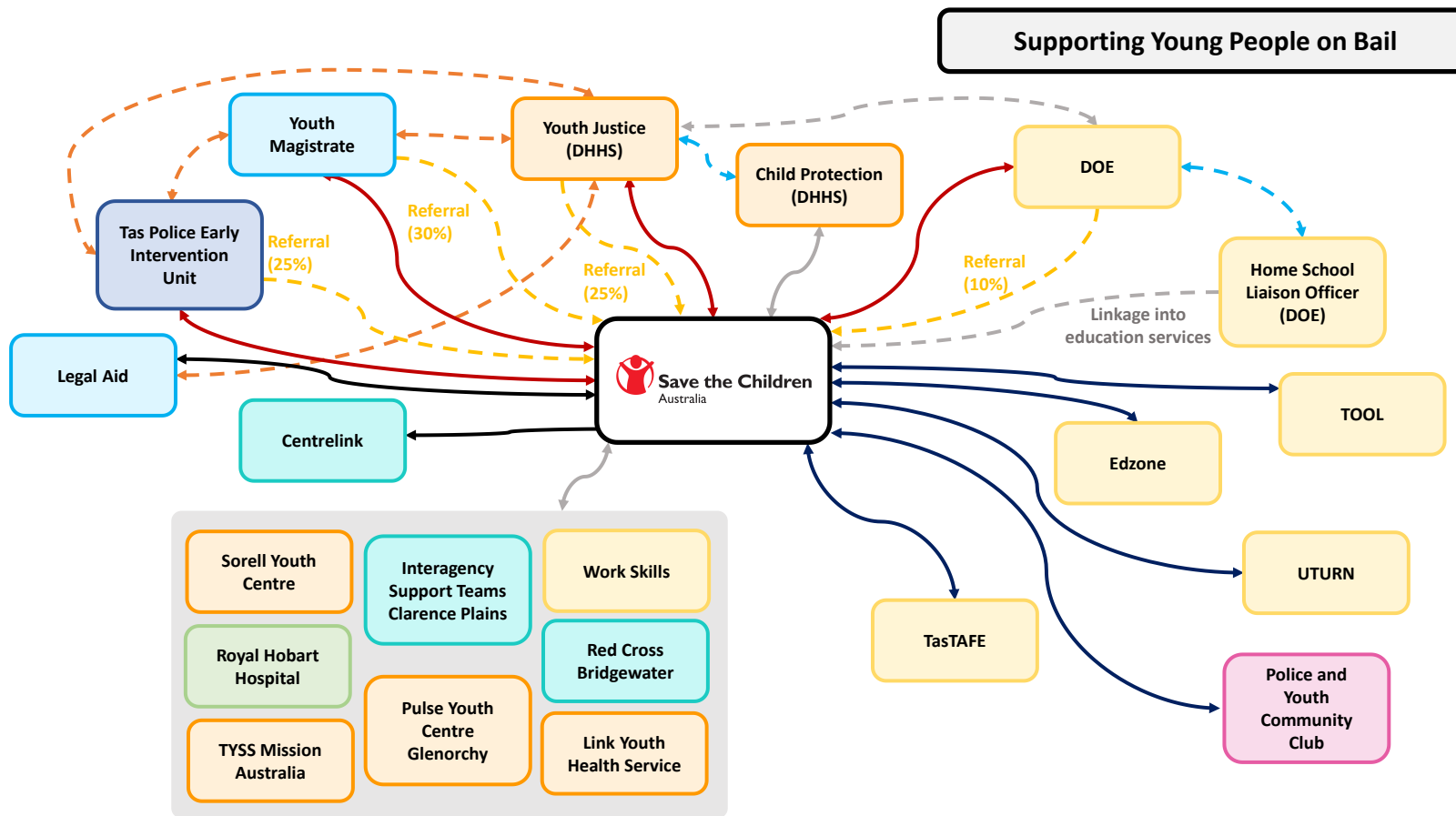


Figure 5: Network analysis map - SYPoB program

Note: A legend is provided below

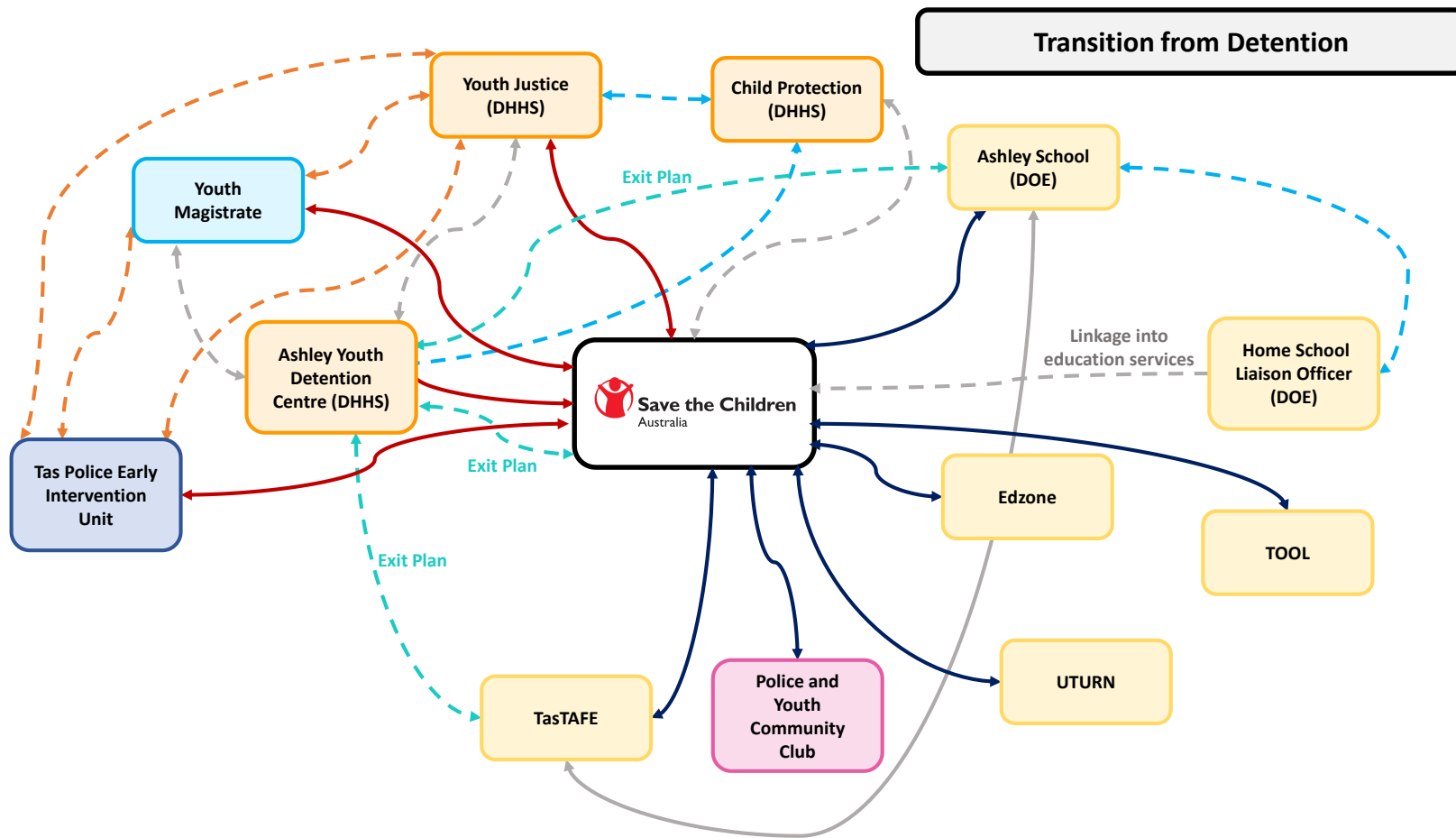









Figure 6: Network analysis map - TfD program

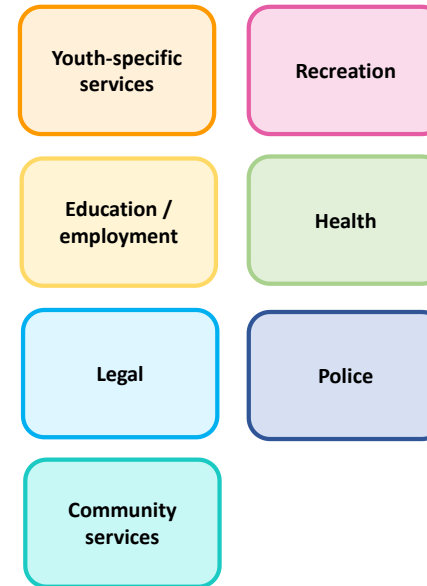
Note: A legend is provided below

Network analysis legend

TYPES OF RELATIONSHIPS

	Collaboration fostered by Save the Children (6-monthly updates, assessments for program suitability)		Strong partnership (e.g. joint meetings are organised to set goals and utilise resources efficiently)
	Relationship due to agencies being in the same government department		Youth Worker re-engaging young person with educational, vocational and recreational activities
	Agencies offering complementary services with the aim of achieving youth justice		Youth Worker helping young person to access legal and financial support
	NOTE: All dashed lines indicate relationships where the interaction with young people is indirect		

TYPES OF SERVICES



The network analysis has shown that:

- ▶ Young people have to navigate a complex system consisting of numerous service providers and agencies in the health, education, employment and legal areas. These organisations enable young people to re-adjust to life outside detention and/or put their life back on a positive path.
- ▶ Service providers and agencies are disconnected. This means that multiple contact points are required for young people to be able to access each of the services.
- ▶ For young people, SCA acts as a gateway to the various services and agencies by providing information and facilitating contact.
- ▶ SCA plays a key role in connecting young people to relevant government and legal agencies by ensuring regular interaction with those agencies and establishing relationships with key contacts within them.
- ▶ Many service providers rely on SCA's relationship with the young person to provide their services regularly.
- ▶ SCA plays an important role in linking several organisations that may not connect otherwise.

The network analysis has shown that youth justice agencies and relevant service providers rely on SCA's connections with program participants to reach those young people. Therefore, due to SCA, services are more accessible and their delivery is more efficient.

"A young person may be dealing with 6 to 8 agencies at a time. SCA helps the young person navigate a complex system"
Hobart Youth Court Magistrate

"There are other organisations available for young people who decide not to engage with SCA. But those organisations are not in the Court whereas SCA are in the frontline"
Tasmania Police Southern Early Intervention Unit

Section 4 Theory of change

This section outlines the steps taken to develop a theory of change for participants and youth justice agencies.

What is a theory of change?

The SROI of a project is underpinned by its theory of change. It is a description of how inputs are used to deliver activities which, in turn, result in outcomes (changes) for each stakeholder. The theory of change tells the story of how stakeholders are involved with the Youth Justice Programs and their perception and belief of how their lives or organisations have changed as a result.

Interviews were conducted with stakeholders to formally establish the theory of change. As indicated previously, in addition to SCA employees and Youth Workers, 15 participants from both programs and representatives of 5 government departments and agencies were interviewed either over the phone or face to face.

The stakeholder engagement provided a first-hand perspective on the changes that participants had experienced in their lives as a result of SCA's support. Additionally, conversations with representatives from government agencies provided third-party perspectives on the changes that they had seen in participants and their increased ability to turn their lives around.

A workshop was held with SCA employees in Hobart to review results of the stakeholder engagement, identify material outcomes and formally establish the theory of change. Figures 7 and 8 below present the theories of change for participants and youth justice agencies.

The long-term outcomes presented in the theories of change are the ones that have been quantified and valued in the SROI.

Theory of change for young people participating in the Youth Justice Programs

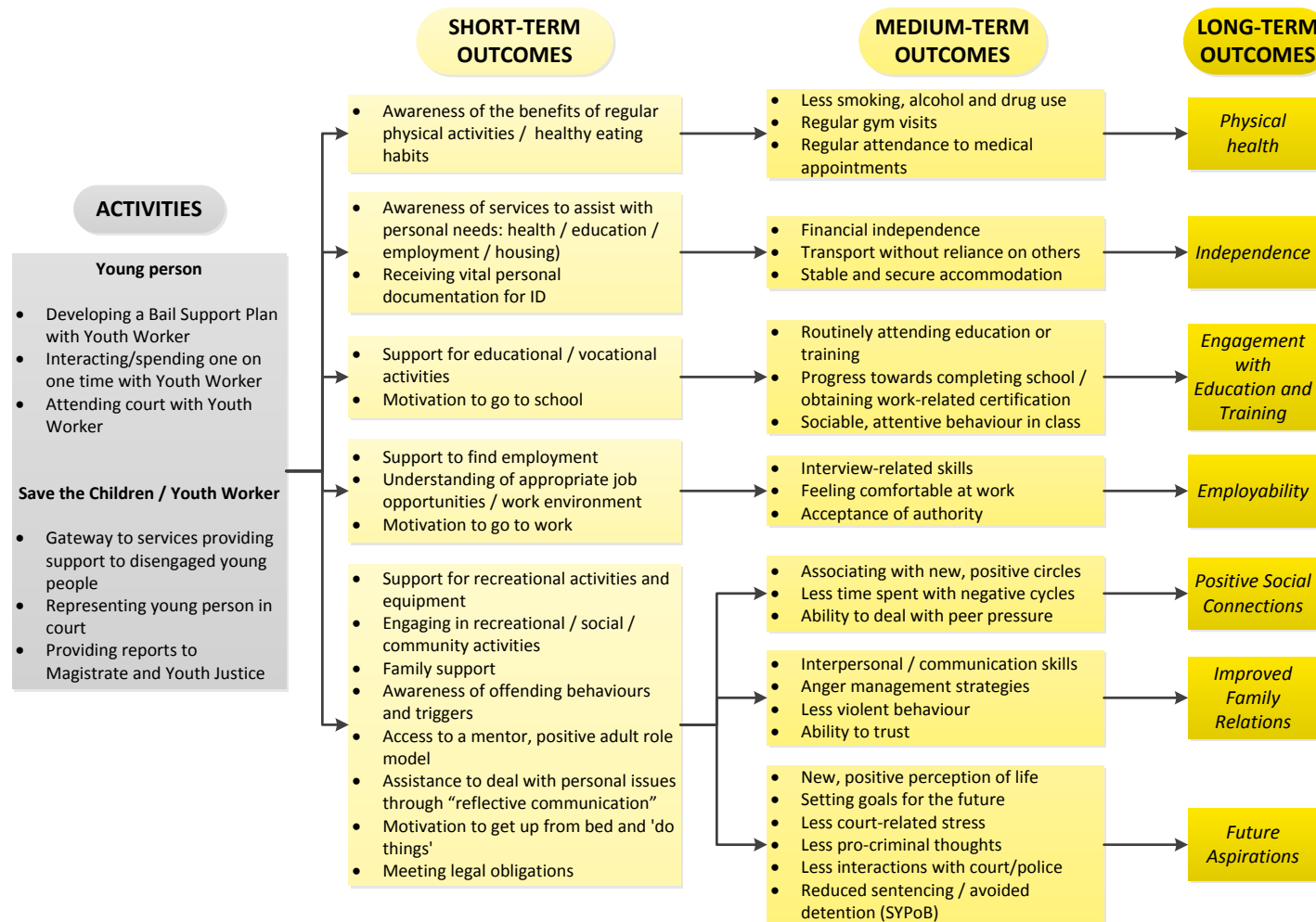


Figure 7: Theory of change for young people participating in the Youth Justice Programs

Table 2 presents a selection of quotes recorded during interviews with SCA participants. These quotes support the short and medium term changes described in the theory of change above.

Stakeholder	Quotes
SYPoB and TfD participants	<ul style="list-style-type: none"> ▶ “We do a lot of new things together, I would have never done all this before” ▶ “I’m fit now, it feels good” ▶ “I am now going to school...after a while” ▶ “I want to stay and finish the course and want to get an apprenticeship as a mechanic” ▶ “Everyone here encourages me and says I can do things” ▶ “It’s good, I get along with everyone here and when I don’t, I know what I’m not supposed to do” ▶ “I think through this I have an opportunity to get a job” ▶ “I have gained a little bit of job experience that I didn’t think I could have before” ▶ “I know how to apply for jobs, and say the right things” ▶ “I want to work with other people now” ▶ “I know when to stay away from my old mates and family” ▶ “I have someone to talk to about stuff” ▶ “I haven’t gotten in trouble for a long time now and don’t plan on it” ▶ “Without these guys I would be in a very bad place, probably back in Ashley again” ▶ “In the past, I always wanted to go to Ashley and I finally did” ▶ “I now have the self-confidence to go out and do something I haven’t before and complete it” ▶ “I don’t want to stay in jail” ▶ “It’s just not worth it to go to the cop shop anymore” ▶ “I have things to do now, things to look forward to” ▶ “I can keep out of Ashley, stay out, and keep the judge happy” ▶ “What’s the reason to get locked up anyway?” ▶ “I’ve woken up to myself and what I need to do” ▶ “I want to stay out because of my kid”

Table 2: Quotes from participants

Theory of change for Tasmanian youth justice agencies

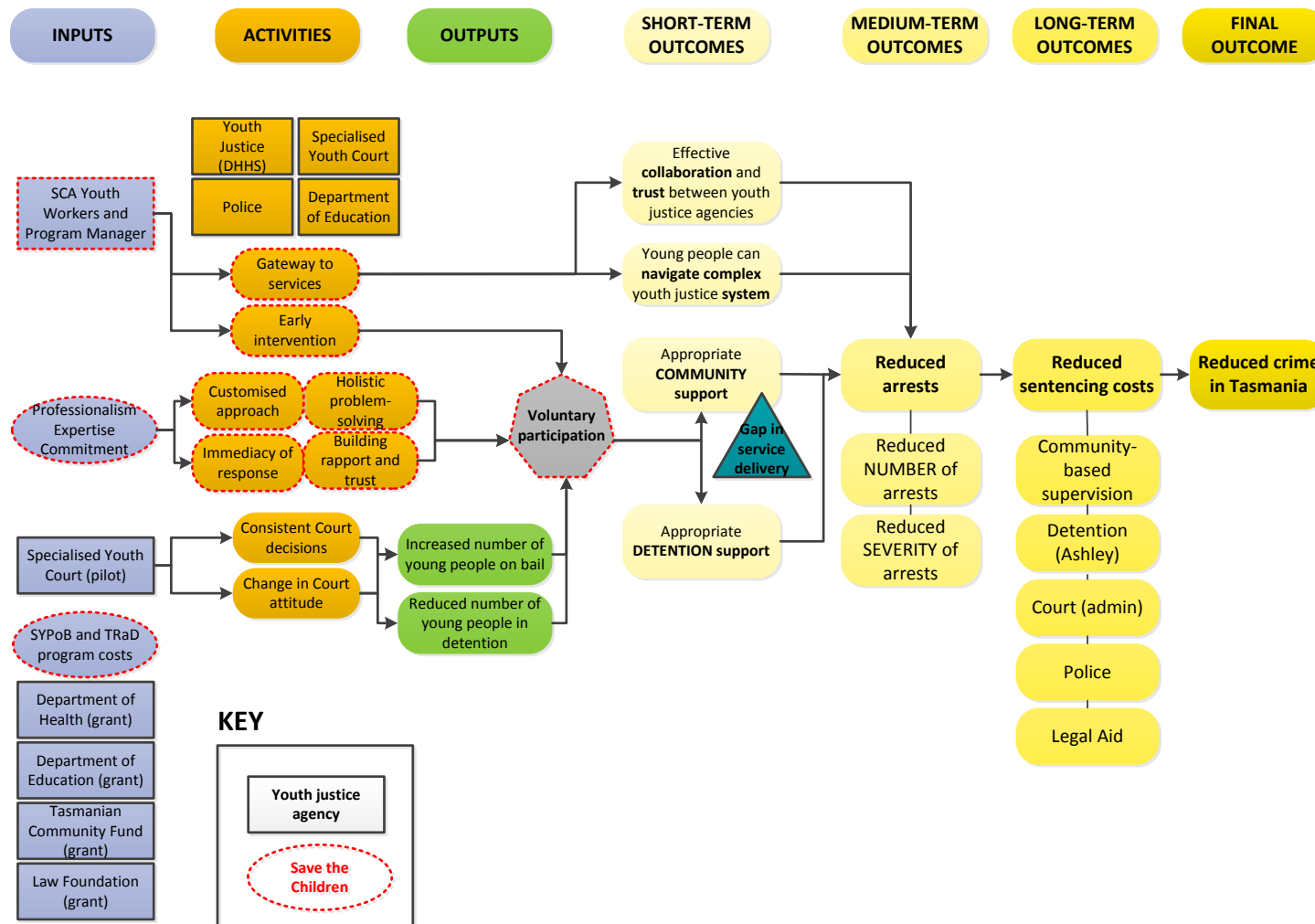


Figure 8: Theory of change for Tasmanian youth justice agencies

Table 3 below presents a selection of quotes recorded during interviews with various representatives of Youth justice agencies. Stakeholders' views reinforce the role played by SCA, especially in filling a gap in the community to assist young people navigate through the justice system.

Stakeholder	Quotes
Youth Court Magistrate	<ul style="list-style-type: none"> ▶ "There are fewer young people in Ashley now because we (the Court, Youth Justice, the Police and SCA) are all working more collaboratively" ▶ "Ashley is a total last resort as we are now a lot better equipped to work with the kids in the community" ▶ "Thanks to the work of the Youth Worker, I am more confident that the young person is less likely to return to Court" ▶ "SCA's work helps with sentencing" ▶ "SCA are really good at looking at the bigger picture. They take a holistic, customised view to solving the issue" ▶ "A young person may be dealing with 6-8 agencies at a time. SCA helps the young person navigate a complex system" ▶ "One of the major impacts is an increase in self-esteem" ▶ "The kids see a different path than offending; they realise that there's an alternative"
Sergeant - Southern Early Intervention Unit	<ul style="list-style-type: none"> ▶ "SCA assists with effective sentencing" ▶ "When the kids engage with SCA, they are less likely to remain in custody" ▶ "Before SCA there was no coordination of services for the kids. Now, for example, community service orders can be aligned with a goals in the Bail Support Plan" ▶ "If SCA didn't engage with the kids, a private service provider would have to be engaged, which is costly" ▶ "SCA helps Youth Justice; they make their work easier and reduce their workload" ▶ "We work very well together" ▶ "I trust them, they trust me" ▶ "SCA achieves a higher degree of trust from young people because they are passionate, independent and they get results" ▶ "There are other organisations available for young people who decide not to engage with SCA. But those organisations are not in the Court whereas SCA are in the frontline"
Senior Policy Adviser, Magistrates Court	<ul style="list-style-type: none"> ▶ "There was a gap in service delivery when the Specialised Youth Justice Court Pilot started in 2011. There was a need for support and mentoring of young people attending the Court"

Manager Custodial Youth Justice	<ul style="list-style-type: none"> ▶ "Without support in the community, the likelihood of successful re-engagement with education, employment and recreation is diminished" ▶ "Demand in Ashley is not as great as it once was" ▶ "There is no doubt that SCA is making a worthwhile contribution to youth justice in Tasmania" ▶ "SCA is a gateway to services available for young people when back in the community" ▶ "SCA are different and successful because they work on all protective factors" ▶ "SCA's model is unique because of the relationship building exercise. They provide a more sophisticated and professional form of mentoring" ▶ "Youth Workers are quality staff"
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Table 3: Quotes from representatives of Tasmanian youth justice agencies

Section 5 Evidencing change – Quantitative data collection

This section outlines the process taken to quantitatively evidence the outcomes identified in the theory of change.

Outcome scales for participants

In order to evidence the outcomes identified in the theory of change, SROI relies on primary data collected directly from stakeholders to indicate whether, and to which extent an outcome has occurred.

Every participant is unique and starts/ends his or her engagement with the program at a different stage; hence the need to determine how much change or “distance travelled” has been experienced by each participant.

Some work has already been done internationally to formulate outcome scales that could measure improvement in outcomes for at-risk youth. However, given the specific context in which SCA operates, these existing scales were deemed not appropriate to capture the social outcomes generated by the Youth Justice Programs.

As a result, EY worked with SCA’s employees (including Youth Workers) to devise appropriate outcome scales to capture outcomes of the Youth Justice Programs. The outcome scales were subject to numerous rounds of edits before being finalised.

Key features of the bespoke outcome scales are provided below:

- ▶ Each of the seven outcomes had its own five-point scale
- ▶ Each five-point scale had a set of accompanying statements (or indicators) which were informed by the stakeholder engagement and reflected the short and medium term outcomes in the theory of change
- ▶ The statements provided context for participants, hence making it easier for them to self-assign a score on the scale
- ▶ The scales were formulated in a way that captures distance travelled: participants were asked to rate themselves “Now” and “Before engaging with SCA” against each of the five statements

Outcome scales for participants are provided in Appendix C.

In addition to collecting outcomes-related data using the scales, EY collated risk assessment scores of each participant pre and post engagement with SCA. The change in risk was compared to the distance travelled in order to check consistency whilst analysing surveys.

Data was also collected on two other essential aspects of SROI which are used to calibrate outcomes and determine “impact”:

- ▶ **Deadweight:** to what extent the participant would still have experienced the outcome if he or she had not engaged with SCA
- ▶ **Attribution:** who else played a role in enabling the participant to achieve the outcome

Additional information on impact is provided in Section 6 of this report.

Data collection methods

Current and past participants

Data collection differed between current and past participants:

- ▶ Current participants were asked to rate themselves “Now” and “Before engaging with SCA” against each of the five statements in the outcome scale.
- ▶ Youth Workers completed the survey on behalf of past participants by using detailed case notes and risk assessment scores. In order to calibrate these responses and ensure that they were consistent with what participants would have answered, a sample of past participants were contacted and surveyed over the phone to ensure that their responses matched those inferred from the case notes.

Youth justice agencies

In order to quantify SCA’s impact on the community and demonstrate how the Youth Justice Programs generate cost savings for youth justice agencies, EY collected data to model what would have happened (in terms of sentencing outcomes) if participants had not engaged with SCA. This counterfactual was compared to sentencing outcomes for participants who did engage with SCA.

The models developed for SYPoB and TfD are presented in Figures 9 and 10 below. These are based on:

- ▶ Research on pathways within the Tasmanian youth justice system
- ▶ SCA’s on-going data collection on sentencing outcomes for participants
- ▶ Tasmania-specific sentencing trends from the Australian Institute of Health and Welfare (AIHW 2013, 2015)

Challenges

A number of obstacles were faced during the data collection phase. Specific challenges included:

- ▶ The nature of the questions asked in the survey and participants’ unique circumstances meant that data had to be collected manually.
- ▶ In several cases, participants were not accessible due to personal circumstances.

- ▶ Outcomes data for current participants had to be collected by Youth Workers during their weekly engagement with the young person. As a result, less time was allocated for mentoring and therapeutic support.
- ▶ In order to measure outcomes for past participants, Youth Workers had to go through all their case notes to find information related to specific aspects of the outcome scales. This was a time-intensive process that had to be done in addition to usual work tasks.
- ▶ Accessing past participants in order to calibrate surveys that were completed based on case notes proved to be a difficult exercise due to changing contact details.
- ▶ Actual data on the counterfactual (i.e. those who did not engage with SCA) was limited due to a lengthy ethics approval process.

Figure 9: SYPoB participants - Pathways and counterfactual

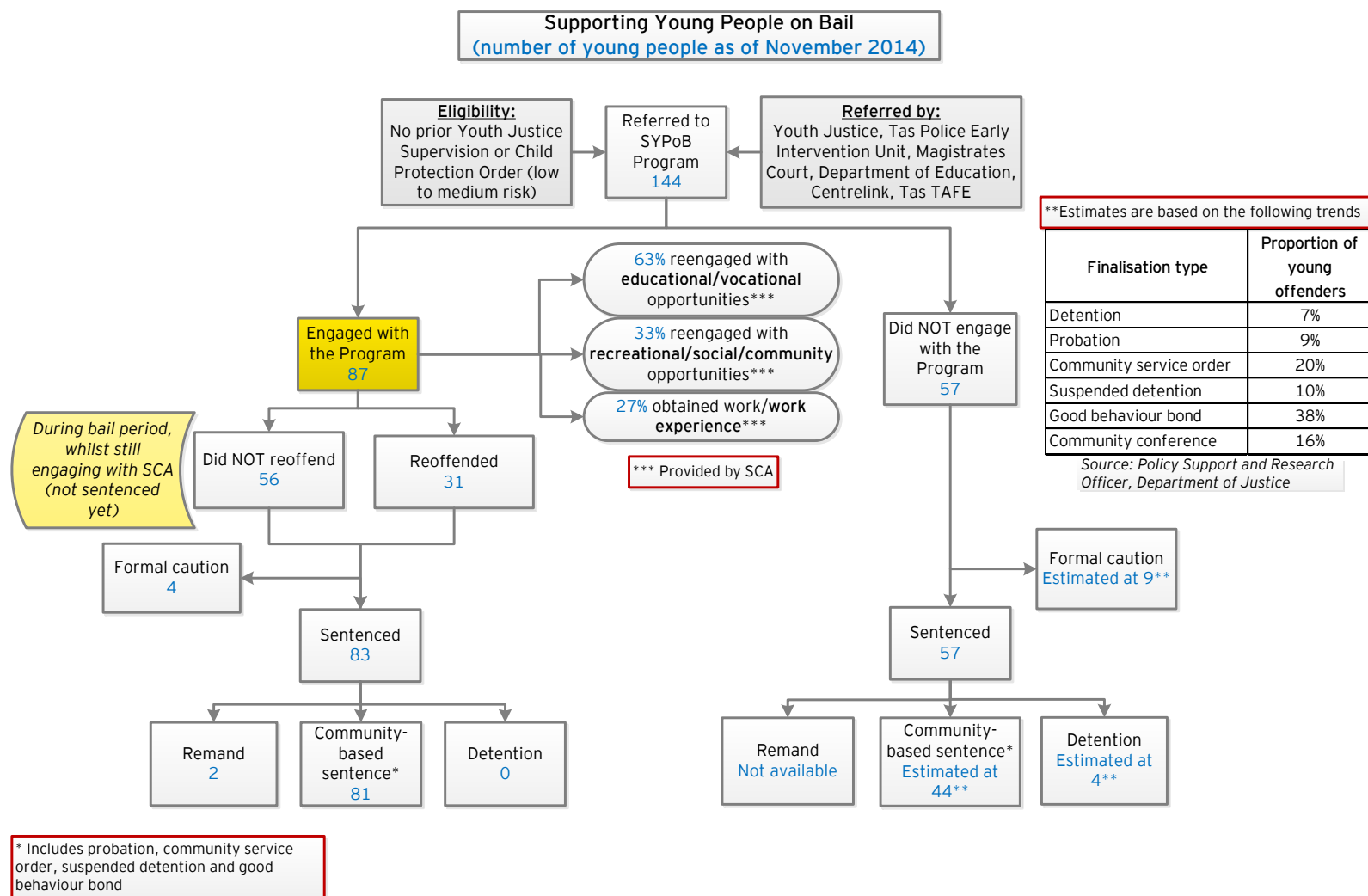
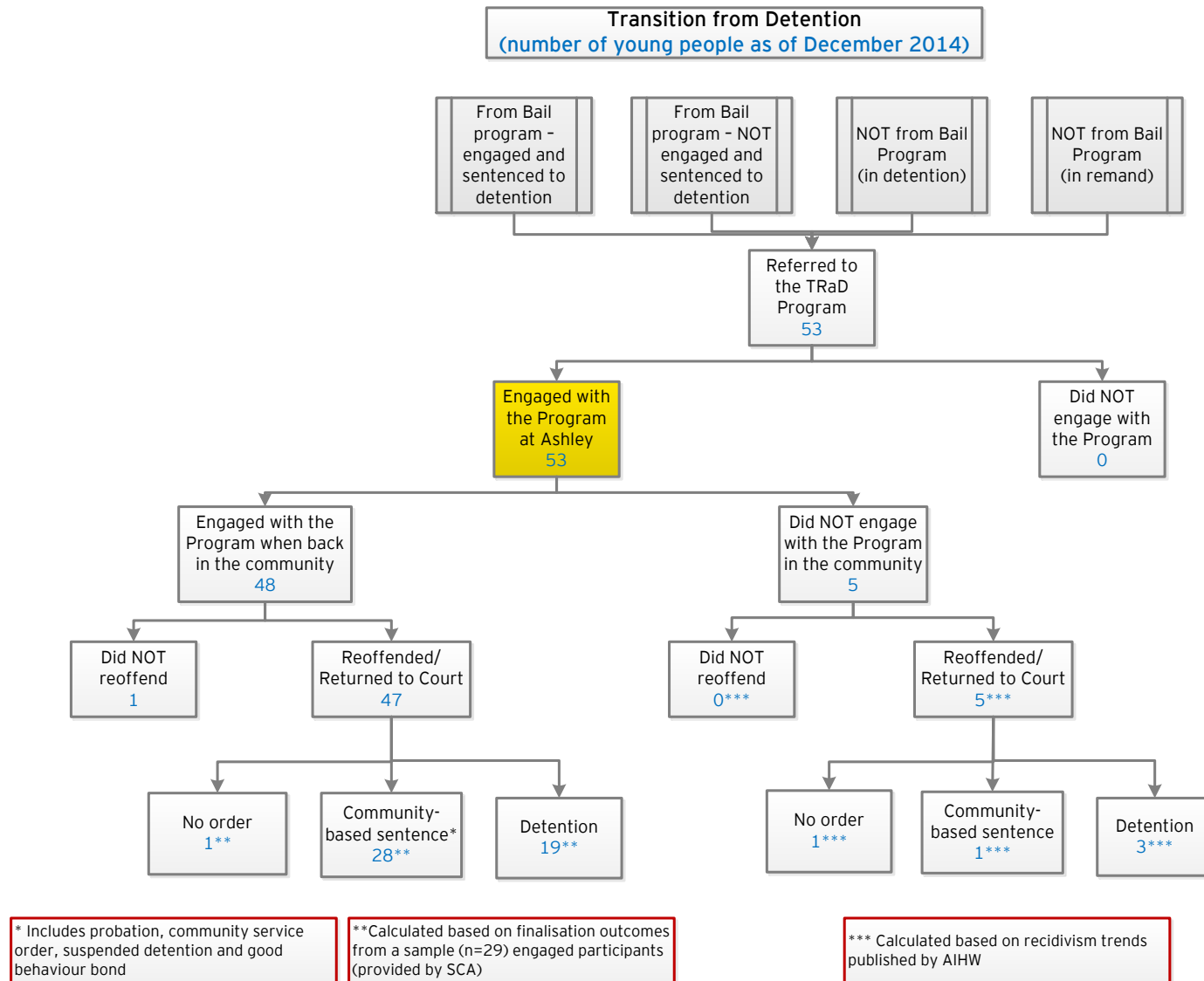


Figure 10: TfD participants - Pathways and counterfactual



Section 6 Outcome results

This section outlines results of the quantitative data collection.

Response rate

Supporting Young People on Bail

Survey responses were recorded for approximately 45% of SYPoB participants, i.e. 38 out of 87 young people who engaged with the program between 2011 and 2014.

Transition from Detention

Survey responses for TfD participants were considerably lower, with a 15% response rate, i.e. 8 out of 53 young people who engaged with the program between 2011 and 2014.

Data collected for this group was noticeably lower due to the challenges explained in the previous section. It should also be noted that most participants who engage in this program are high risk individuals and access to past participants was particularly difficult.

Nevertheless, data was collected from a representative sample of TfD participants (based on similar risk profiles and typical issues faced).

Distance travelled

Survey results allow EY to determine the average distance travelled or magnitude of change experienced by SCA participants for each of the seven outcomes identified in the theory of change. This is based on participants' responses which indicated:

1. Participants' status when they first engaged with the program (i.e. initial point on the five-point scale)
2. How they had progressed (or regressed) on the same five-point scale at the time of the survey or when they stopped engaging with SCA

EY compared distance travelled for each outcome by program, gender and risk profile.

Comparison - by program

Figure 11 below compares magnitude of change for each outcome by program type. It shows that:

- ▶ Distance travelled is always greater for TfD participants
- ▶ The average change is 1.8 (out of 5) for TfD participants, and 1.0 (out of 5) for SYPoB participants
- ▶ TfD participants start at a lower point (expected based on their higher risk profile) and generally finish at a higher point (thanks to a greater magnitude of change)
- ▶ For TfD participants, the most significant change is in “Aspirations for the future” and “Employability”, whereas there is less change in “Family relationships”, “Positive social connections” and “Physical health”
- ▶ For SYPoB participants, the most significant change is also in “Aspirations for the future”, and there is less change in “Family relationships” and “Independence”

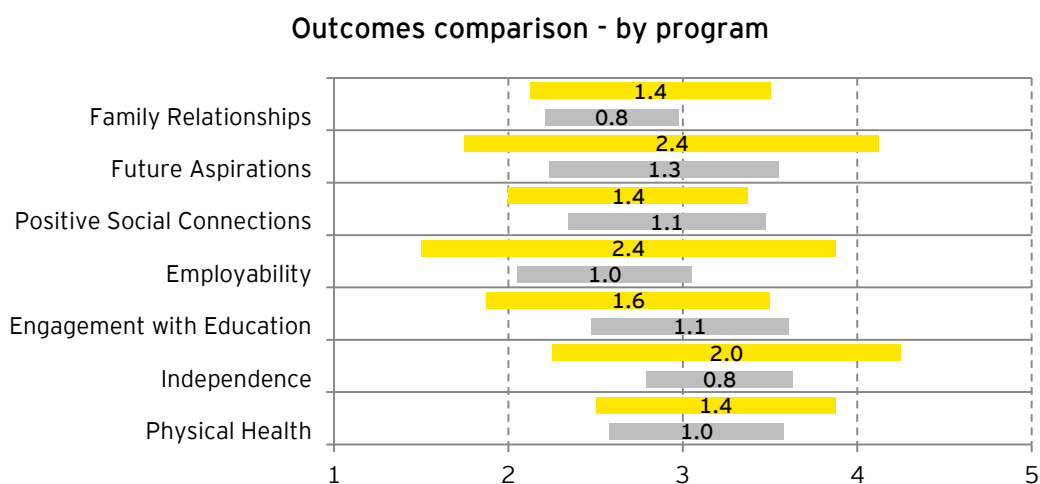


Figure 11: Outcomes comparison - by program

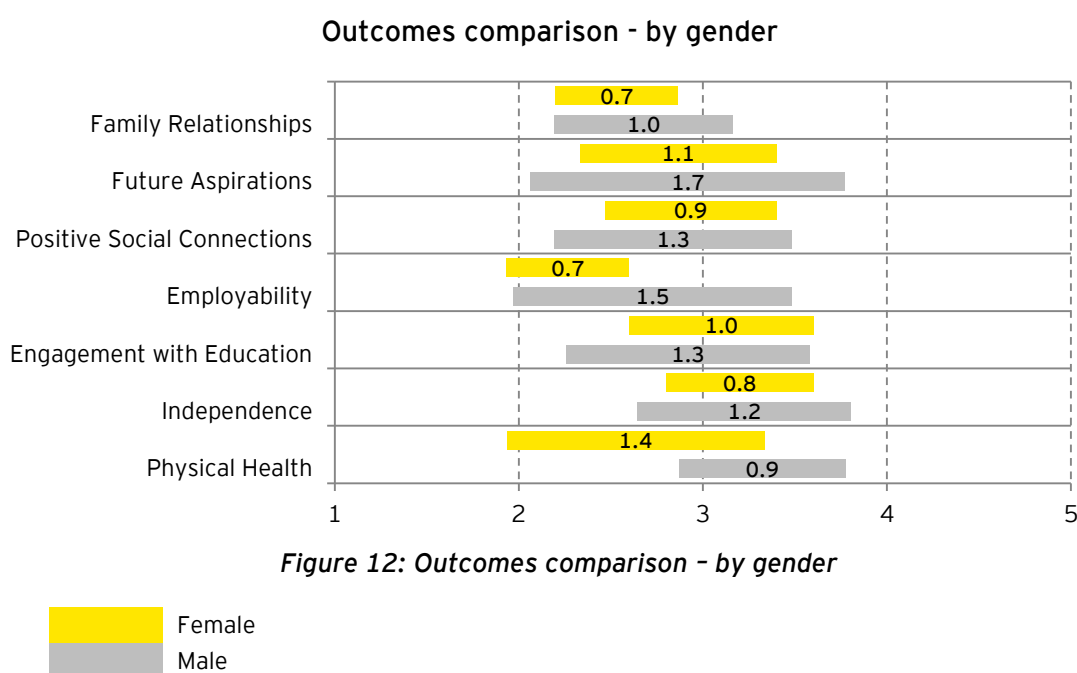


For both SYPoB and TfD participants, the most significant change is in “Aspirations for the future.”

Comparison - by gender

Figure 12 compares magnitude of change for each outcome area by gender. It shows that:

- ▶ Magnitude of change is always lower for female participants, except for “Physical health”
- ▶ The average change is 0.9 (out of 5) for female participants and 1.3 (out of 5) for male participants
- ▶ Whilst females experience the most change in “Physical health”, boys experience the least change in that outcome area
- ▶ Females also start at a much lower point than boys in “Physical health” (1.9 compared with 2.9 out of 5)
- ▶ Females experience the least change in “Family relationships” and “Employability”
- ▶ Males experience the most change in “Aspirations for the future”

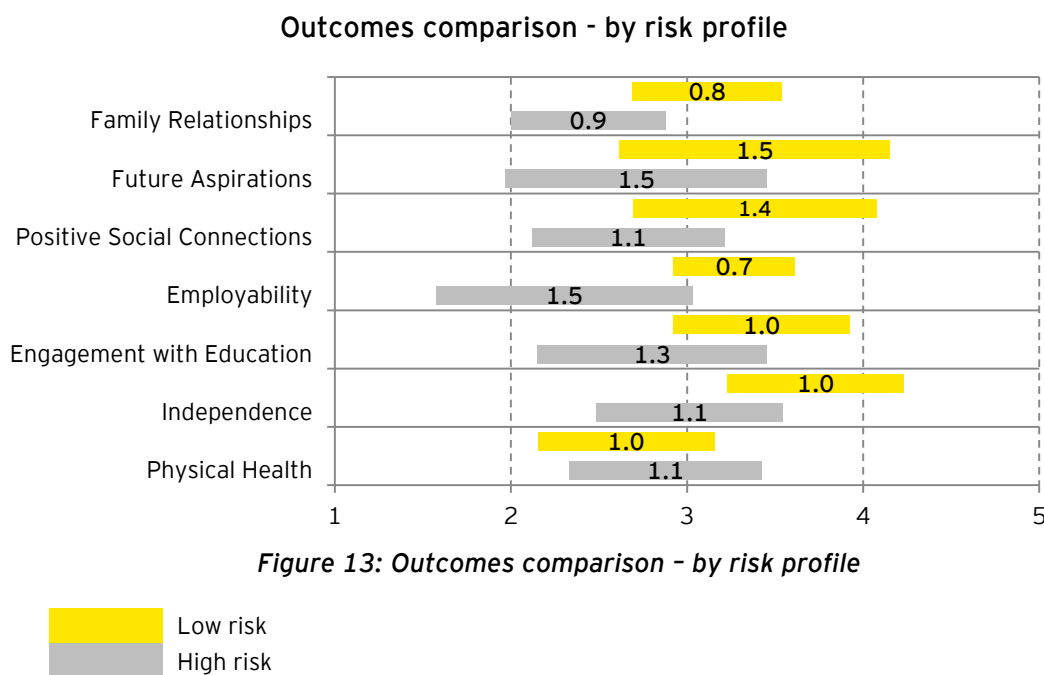


Whilst female participants experience the most change in “Physical health”, boys experience the least change in that outcome area.

Comparison - by risk profile

Figure 13 compares magnitude of change for each outcome area by risk profile - either low or high (refer Section 3 for an explanation of risk ratings). It shows that:

- ▶ Whilst distance travelled is similar for low and high risk participants, the start and end points are significantly different
- ▶ High risk participants start at a lower point for all outcomes (except for "Physical health") - on average 2.1 compared with 2.7 for low risk participants - which is expected
- ▶ Low risk participants finish at a higher point for all outcomes (except for "Physical health") - on average 3.8 compared with 3.3 for high risk participants
- ▶ For low risk participants, the lowest magnitude of change is in "Employability", whereas "Employability" represents the highest change for high risk participants.
- ▶ Low risk participants experience the highest change in "Aspirations for the future"
- ▶ Both low and high risk participants experience less change in "Family relationships" (0.8 out of 5)



Whilst high participants experience the most change in "Employability", low risk participants experience the least change in that outcome area.

Impact

One of the principles of SROI is to only take credit for the additional value created. This ensures that the organization is focused on generating additional value for stakeholders and that any claims regarding impact are robust and credible.

During the quantitative data collection phase, young people were asked to assign themselves a point on the outcome scales before engaging with SCA and at the time of the survey, against each of the seven outcome areas. The difference between the current and “before” rating represents change, or distance travelled.

Young people were also asked how much of the change would have happened if they had not engaged with SCA. This represents the deadweight, or the counterfactual. A low deadweight indicates that participants felt the program was necessary to create change and they would not have experienced those changes otherwise.

Impact is defined as the outcomes that remain after accounting for what would have happened anyway (deadweight), and any external factors that may have contributed to the outcomes (attribution)⁴. Therefore, measuring impact enables to identify the isolated effect of a program on its stakeholders.

Deadweight comparison

The figures below compare total change and deadweight for young people based on program and gender.

Figure 14 compares the deadweight for each outcome area by program type. It shows that:

- ▶ Deadweight for SYPoB is higher for all outcomes, except for “Family relationships”
- ▶ On average, deadweight for SYPoB participants is 15 percentage points higher than deadweight for TfD participants - this is expected knowing that TfD participants have fewer support mechanisms
- ▶ The lowest deadweight rate is recorded for the TfD program, in “Employability” and “Independence” (both 27%) - this indicates that without engaging with the TfD program, young people would not have been able to increase their prospects of employability and independence
- ▶ The highest deadweight rates are recorded for the SYPoB program, in “Employability” (56%) and “Education” (55%)

⁴ For the purposes of reducing the number of questions in the survey, consideration of attribution has been built into the outcome survey scales and has therefore not been collected as separate percentage.

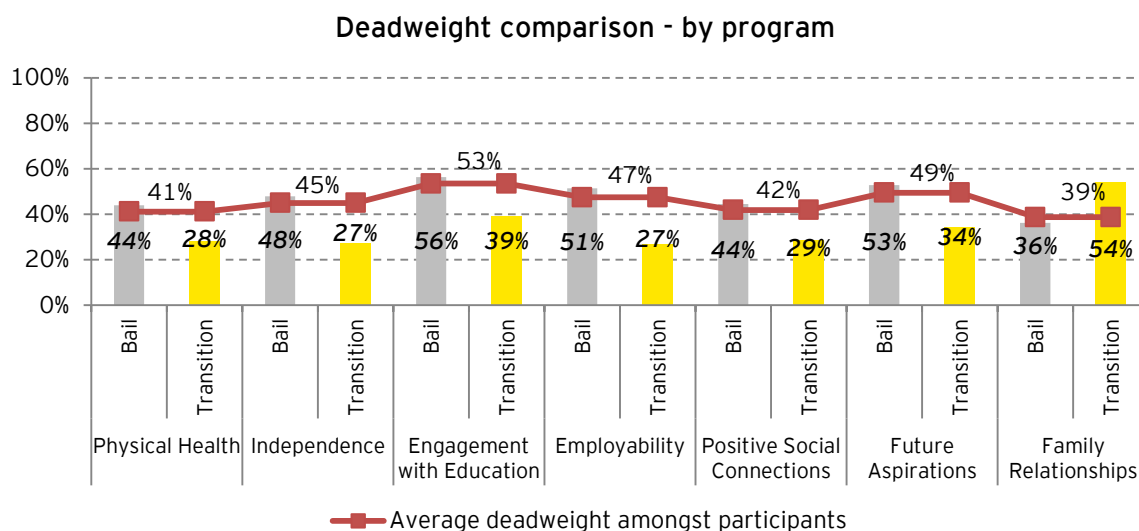


Figure 14: Deadweight comparison - by program

Note: Due to the self-reported nature of the counterfactual (which is a relatively complex concept), deadweight values may be either overstated or understated.

Figure 15 compares deadweight for each outcome area by gender. It shows that:

- ▶ Overall, male and female participants have a similar deadweight
- ▶ Females have a slightly higher deadweight for most outcomes (except for “Education” and “Positive social connections”)
- ▶ For females, the lowest and highest deadweight are respectively in “Positive social connections” (39%) and “Employability” (54%)
- ▶ For boys, the lowest and highest deadweight are respectively in “Family relationships” (34%) and “Education (56%)

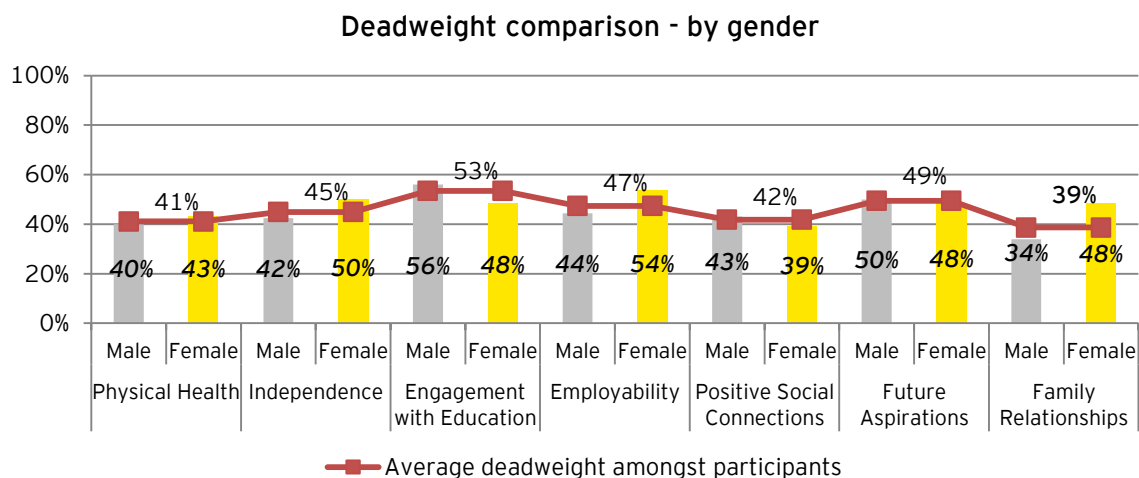


Figure 15: Deadweight comparison - by gender

Note: Due to the self-reported nature of the counterfactual (which is a relatively complex concept), deadweight values may be either overstated or understated.

Distance travelled and deadweight

Determining deadweight (what would have happened anyway) is a critical step of the SROI evaluation because it enables to understand SCA's actual impact, which is what remains after subtracting deadweight to the distance travelled. Such added value is what SCA can claim credit for.

Figures 16 and 17 below present SCA's impact on young people participating in SYPoB and TfD programs.

Impact - Supporting Young People on Bail

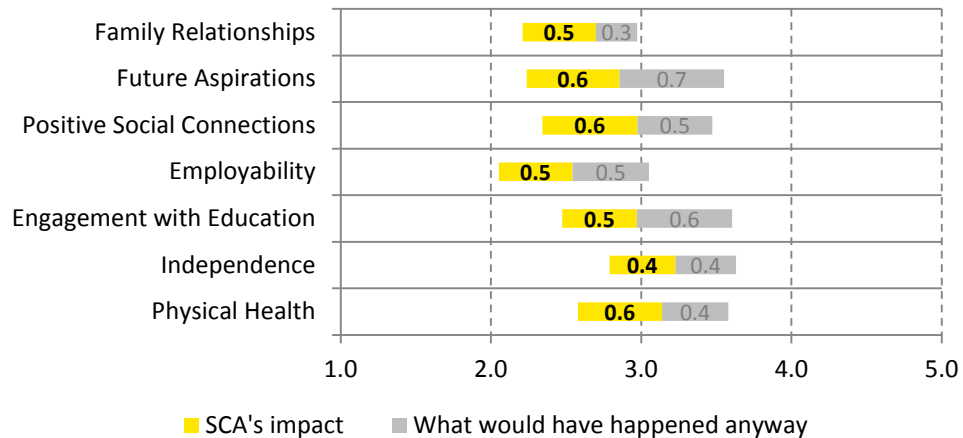


Figure 16: Impact - SYPoB

Impact - Transition from Detention

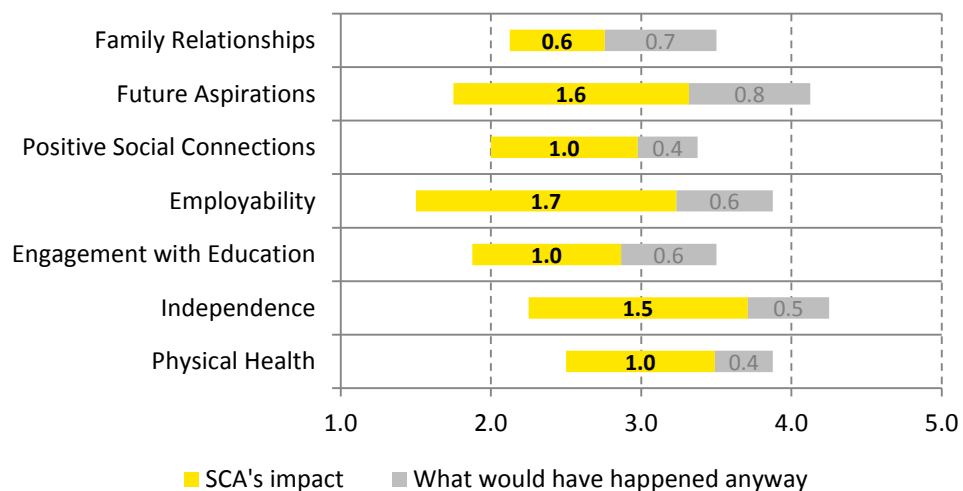


Figure 17: Impact - TfD

Valuing Outcomes

Social Outcomes

The forecasted value of the Youth Justice Programs was calculated by collating results from the quantitative data collection and assigning a financial proxy to each outcome.

As outlined previously, the forecasted change for each outcome was captured by subtracting the self-reported deadweight to the distance travelled on the five-point outcomes scale.

SROI takes into account the fact that benefits may last beyond the period of the intervention and therefore includes a “benefit period” in the modelling of outcomes over time. In this SROI, the benefit period for each outcome was assigned conservatively based on a qualitative understanding of impact on participants (captured during the stakeholder engagement). The concept of benefit period, which requires participants to think about the potential sustainability of outcomes, is a complex one. As a result, the benefit period value is likely to be subject to variability.

More detailed information on proxies, deadweight and benefit period for each of the seven outcomes (including value, rational and source) is provided in Appendix B.

A summary of the number of outcomes created, deadweight applied and value created is presented in Tables 4 and 5 below.

	Number of participants	Number of outcomes based on distance travelled	Deadweight	Impact: number of outcomes after deadweight	Financial proxy	Value created per outcome
Physical Health	87	25.6	44%	14.4	\$ 960	\$ 13,785
Independence	87	18.7	48%	9.7	\$ 11,004	\$ 106,769
Engagement with Education	87	27.2	56%	12.0	\$ 32,269	\$ 678,778
Employability	87	24.5	51%	12.0	\$ 9,457	\$ 199,194
Positive Social Connections	87	26.9	44%	15.1	\$ 30,997	\$ 819,386
Future Aspirations	87	31.5	53%	14.8	\$ 2,484	\$ 64,490
Improved Family Relations	87	19.6	36%	12.5	\$ 2,919	\$ 36,569

Table 4: Social outcomes generated by SYPoB

	Number of participants	Number of outcomes based on distance travelled	Deadweight	Impact: number of outcomes after deadweight	Financial proxy	Value created per outcome
Physical Health	53	22.9	28%	16.5	\$ 30,997	\$ 606,348
Independence	53	29.5	27%	21.5	\$ 11,004	\$ 236,821
Engagement with Education	53	25.5	39%	15.6	\$ 19,656	\$ 305,824
Employability	53	36.4	27%	26.6	\$ 1,500	\$ 39,899
Positive Social Connections	53	21.9	29%	15.5	\$30,997	\$ 571,930
Future Aspirations	53	38.8	34%	25.6	\$ 1,455	\$ 44,240
Improved Family Relations	53	20.2	54%	9.3	\$ 2,919	\$ 27,132

Table 5: Social outcomes generated by TfD

Economic outcomes - cost savings for youth justice agencies

Savings to youth justice agencies as a result of participants' engagement with the Youth Justice Programs were determined based on the difference in sentencing costs between:

1. Young people who were referred to SCA and did engage with the program
2. Young people who were referred to SCA but chose not to engage with the program (counterfactual)

The counterfactual (what would have happened to young people who did not engage with the program) was based on trends published by:

- ▶ Tasmania Department of Justice (data on finalization outcomes)
- ▶ Australian Institute of Health and Welfare (data on youth recidivism rates)

It should be noted that trends for participants in remand (un-sentenced detention) were not available for young people who did not engage with the program. Therefore, remand costs for these participants were not included in the cost saving calculations. As a result, savings to youth justice agencies are likely to be underestimated.

Unit costs used to value economic savings to youth justice agencies were based on sentencing outcomes - they are presented in Table 6 below.

It is important to note that a reduction in police costs thanks to young people's engagement with SCA would represent significant savings to the State. However, unit costs associated with policing young people in Tasmania were not publicly available. Accordingly, these were not included in the costs savings to youth justice agencies. The economic cost savings to youth justice agencies are therefore likely to be underestimated.

#	Type of cost	Unit cost	Notes	Source
(a)	Legal Aid	\$513	Finalisation costs for youth matters (2014): - Disbursements: \$11,475 - Solicitor Fee: \$130,738 Total Cases: 277	Legal Aid Commissioner of Tasmania (2014)
(b)	Court	\$606	Average Tasmanian Children's Court costs: - Expenditure per finalisation in 2011-12: \$516 - Expenditure per finalisation in 2012-13: \$639	Productivity Commission (2014b)
(c)	Community Based Supervision	\$8,843	- Average time in community-based supervision (2011, 2012, 2013): 195 days - Cost per young person in community-based supervision: \$45.35 per day	Productivity Commission (2014a) Australian Institute of Health and Welfare (2013, 2015)
(d)	Detention (Remand)	\$108,430	- Cost per young person in detention: \$2,046 per day - Average length of time spent in remand (2008-09 and 2012-13): 53 days	
(e)	Detention (Sentenced)	\$206,630	- Cost per young person in detention: \$2,046 per day - Average length of time spent in sentenced detention (2008-09 and 2012-13): 101 days	

Table 6: Economic outcomes - unit costs

It is estimated that the Youth Justice Programs generated the following cost savings to Tasmanian youth justice agencies:

- ▶ Through SYPoB: \$935,587
- ▶ Through TfD: \$848,893

Detailed calculations that led to the above cost savings are presented in Appendix D.

Section 7 Findings

This section presents the overall findings of the SROI evaluation, i.e. the social and economic value of outcomes generated by SCA's Youth Justice Programs.

Investment in SCA's Youth Justice Programs

A total investment of **\$1,573,979** was required to run both of the Youth Justice Programs between 2011 and 2014. This figure includes contributions from SCA, government agencies and corporate (private) donors. A breakdown of funding per Program is provided in Tables 7 and 8 below.

Funding for SYPoB

Year	SCA	Government	Corporate and private	Total
2011	\$81,131	\$60,000	\$10,000	\$151,131
2012	\$149,952	\$60,000	\$30,000	\$239,952
2013	\$162,861	\$75,000	\$0	\$237,861
2014	\$209,288	\$0	\$0	\$209,288
Total	\$603,232	\$195,000	\$40,000	\$838,232

Table 7: Funding for SYPoB

Funding for TfD

Year	SCA	Government	Corporate and private	Total
2011	\$81,131	\$0	\$0	\$81,131
2012	\$0	\$0	\$114,816	\$114,816
2013	\$162,841	\$15,000	\$25,000	\$202,841
2014	\$157,747	\$179,212	\$0	\$336,959
Total	\$401,719	\$194,212	\$139,816	\$735,747

Table 8: Funding for TfD

Total funding between 2011 and 2014

SCA	Government	Corporate and private	Total
\$1,004,951	\$389,212	\$179,816	\$1,573,979

Table 9: Total funding between 2011 and 2014

SROI ratio

The SROI ratio for SCA's Youth Justice Programs is:
 \$1: \$3.5 for both SYPoB and TfD
 \$1: \$3.4 for SYPoB
 \$1: \$3.6 for TfD

Detailed calculations are provided in Tables 10, 11 and 12 below.

SROI ratio and value generated by SCA's Youth Justice Programs

	Value created			
	During funding period (2011-2014)	1 year post engagement with SCA	Total value	Present value
SYPoB - Social value generated for participants	\$ 1,161,188	\$ 803,251	\$ 1,964,439	\$ 1,918,972
SYPoB - Cost savings to youth justice agencies	\$ 935,587	\$ 0	\$ 935,587	\$ 935,587
TfD - Social value generated for participants	\$ 1,638,142	\$ 205,693	\$ 1,843,836	\$ 1,832,193
TfD - Cost savings to youth justice agencies	\$ 848,893	\$ 0	\$ 848,893	\$ 848,893
Total present value of outcomes				\$ 5,535,644
Investment				\$ 1,573,979
SROI ratio				3.5

Table 10: Value created by SCA's Youth Justice Programs

SROI ratio and value generated by SYPoB

SYPoB	Value created			
	During funding period (2011-2014)	1 year post engagement with SCA	Total value	Present value
Social value generated for participants	\$ 1,161,188	\$ 803,251	\$ 1,964,439	\$ 1,918,972
Cost savings to youth justice agencies	\$ 935,587	\$ 803,251	\$ 935,587	\$ 935,587
Total present value of outcomes				\$ 2,854,559
Investment				\$ 838,232
SROI ratio				3.4

Table 11: Value created through SYPoB

SROI ratio and value generated by TfD

TfD	Value created			
	During funding period (2011-2014)	1 year post engagement with SCA	Total Value	Present Value
Social value generated for participants	\$ 1,638,142	\$ 205,693	\$ 1,843,836	\$ 1,832,193
Cost savings to youth justice agencies	\$ 848,893	\$ 0	\$ 848,893	\$ 848,893
Total present value of outcomes				\$ 2,681,086
Investment				\$ 735,747
SROI ratio				3.6

Table 12: Value created through TfD

Discussion of results – SROI ratio

Tables 10, 11 and 12 above show that:

- ▶ **The combined return on investment for the two Youth Justice Programs is 1:3.5.** This means that every dollar invested into the programs in Tasmania yields approximately \$3.50 in social and economic value.
- ▶ **The SROI ratio for SYPoB is 1:3.4.** The value created through this program consists of both social outcomes for the participants and economic savings to various youth justice agencies (through a reduced number of young people in detention and improved management of young people under community based supervision).
- ▶ **The SROI ratio for TfD is 1:3.6.** The value created through this program consists of both social outcomes for the participants and economic savings to various youth justice agencies (through a reduced number of young people in detention).

The following figures illustrate the value generated through the Youth Justice Programs - by stakeholder and by outcomes.

Value creation

Value generated by both SYPoB and TfD

Value created by program and stakeholder

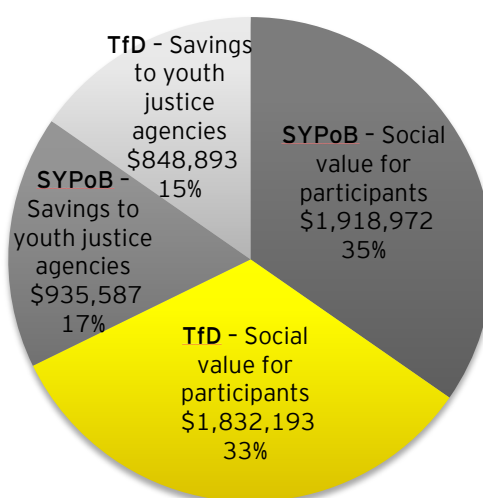


Figure 18: Value created by program and stakeholder

Cost savings to youth justice agencies by program

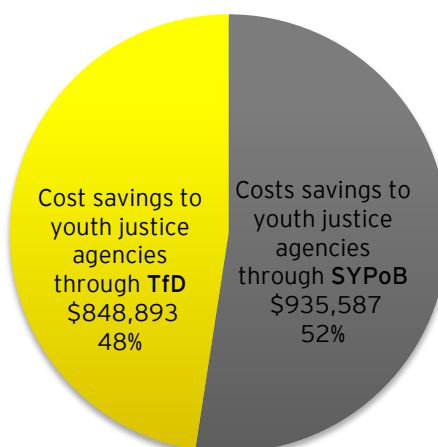


Figure 19: Cost savings to youth justice agencies by program

Proportion of clients vs Proportion of value created per program

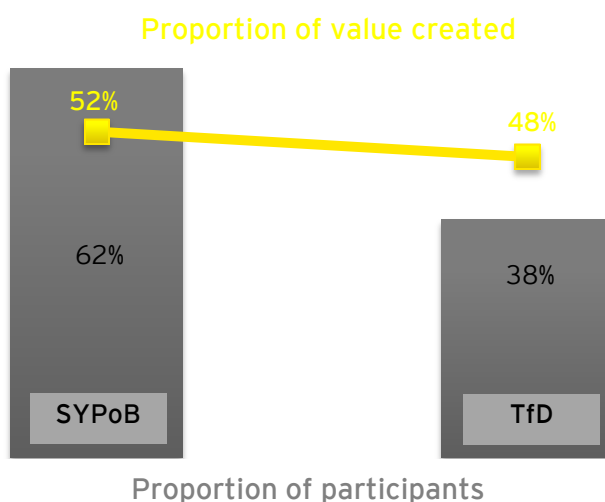


Figure 20: Proportion of participants vs value created

Figures 18, 19 and 20 show that:

- ▶ Cost savings to youth justice agencies represent approximately 30% of the value created through each Youth Justice Program (Figure 18).
- ▶ Even though SYPoB has a higher proportion of participants, the spread of value creation is similar between both Youth Justice Programs. This is likely due to the fact that most TfD participants have a higher risk profile and spend more time engaging with Youth Workers. In addition, as indicated in Section 6, TfD participants generally experience greater magnitude of change compared with SYPoB participants.

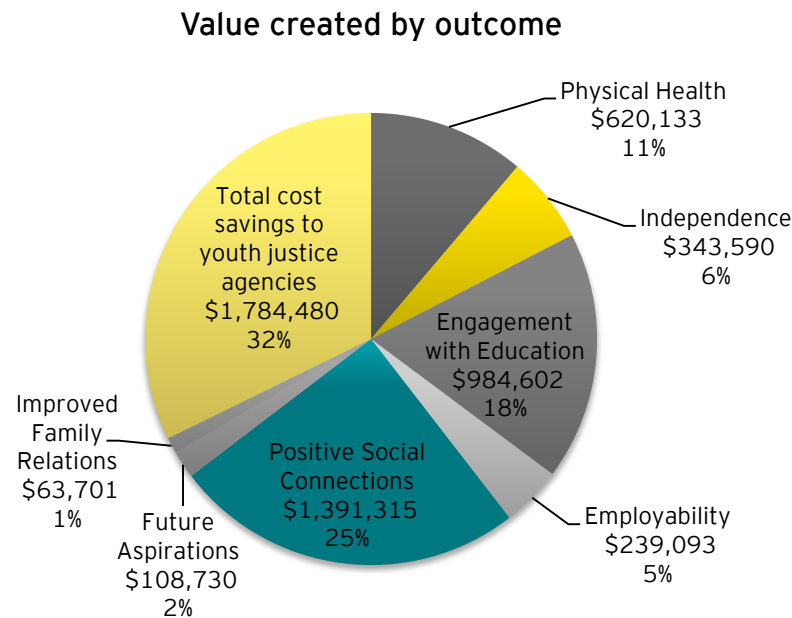


Figure 21: Value created by outcome (SYPoB and TfD combined)

Figure 21 shows that:

- ▶ Most of the social value generated for young people by both SYPoB and TfD combined (43% of total value) lies in “positive social connections” (25%) and “engagement with education” (18%). This was expected given the design of the Youth Justice Programs and responses during interviews with stakeholders. In fact, Youth Workers mentor participants to develop more positive social behaviours. They also connect young people with important agencies (e.g. Centrelink) and actively encourage them to engage with education and/or vocational training. The result above emphasises one of SCA’s important roles in the community: by helping young people navigate through a complex system of service providers and youth justice agencies, SCA fills a gap in service delivery.
- ▶ The outcomes with the lowest amount of social value created are “aspirations for the future” and “improved family relations” (respectively 1% and 2%). This was expected given that, in most cases, Youth Workers work with participants and not their families (due to limited resources). In addition, a change in aspirations for the future was more prevalent for participants who had engaged with Youth Workers for extended periods of time (which was the case for a small minority of young people).

Value generated by SYPoB

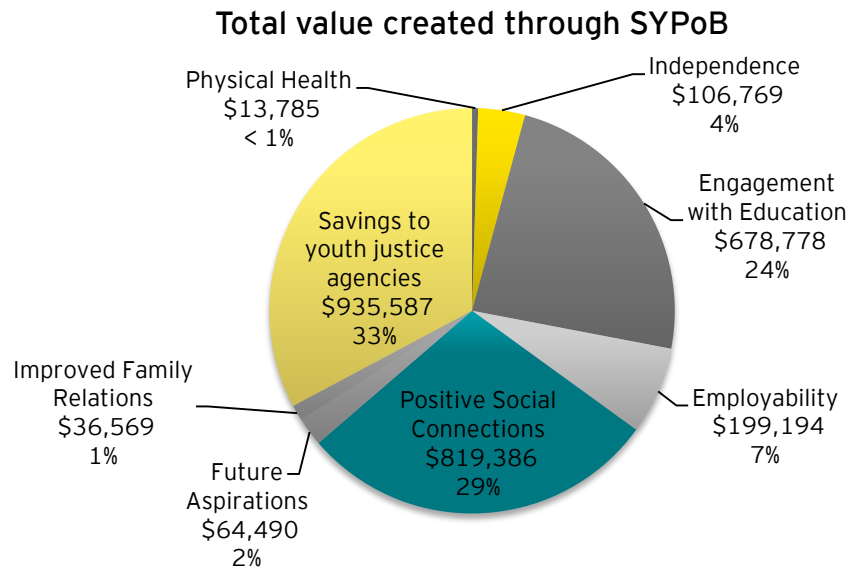


Figure 22: Value created through SYPoB

SYPoB generated the greatest amount of change for young people who engaged with SCA. Figure 22 shows that:

- ▶ Most of the social value generated for participants lies in “positive social connections” (29%) and “engagement with education” (24%). Together, these two outcomes represent 53% of the total value generated by the Program.
- ▶ SYPoB participants experienced the least amount of change in “physical health”. This was expected given that engagement with SYPoB participants does not particularly focus on improving physical health.
- ▶ Savings to youth justice agencies represent 33% of the total value created by SYPoB. This is a direct effect of positive outcomes experienced by participants of the Program.

Value generated by TfD

Total value created through TfD

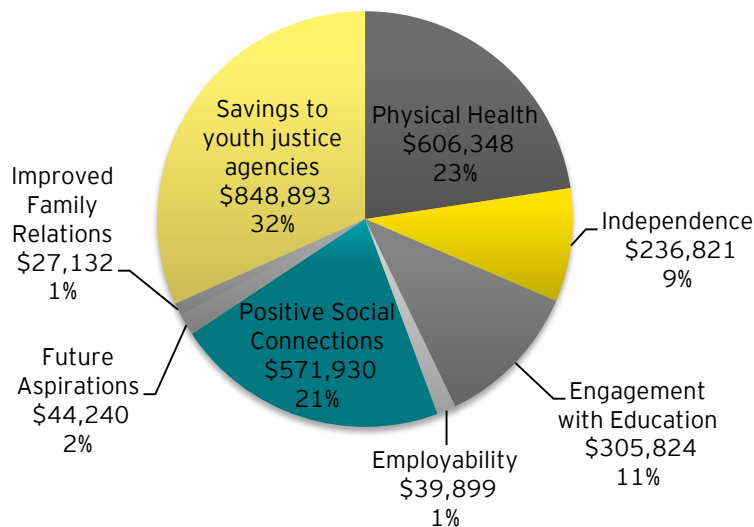


Figure 23: Value created through TfD

There are differences in outcomes and social value created for young people between SYPoB and TfD. Figure 23 shows that:

- ▶ Similarly to SYPoB, a large proportion of social value created for TfD participants lies in “positive social connections” (21% of total value created by TfD).
- ▶ Contrary to SYPoB, improvement in “physical health” is the most prevalent outcome for TfD participants (23%). This reflects the emphasis placed on physical activity: Youth Workers strongly encourage TfD participants to regularly engage in a variety of sporting activities.
- ▶ The outcomes with the lowest amount of social value created are “aspirations for the future” and “employability” (2% each). This was expected given that most TfD participants have a high risk profile, with serious personal and family issues. Therefore, they need to engage with the Program for longer before being able to experience substantial change in these outcome areas.
- ▶ Increased “independence” represents 9% of the total value created by TfD. This is due to Youth Workers working closely with TfD participants to help them secure more reliable accommodation (especially when faced with issues at home) and get their learner drivers’ licenses.
- ▶ Savings to youth justice agencies represent 32% of the total value created by TfD. This is a direct effect of positive outcomes experienced by participants of the Program.

Cost savings to youth justice agencies

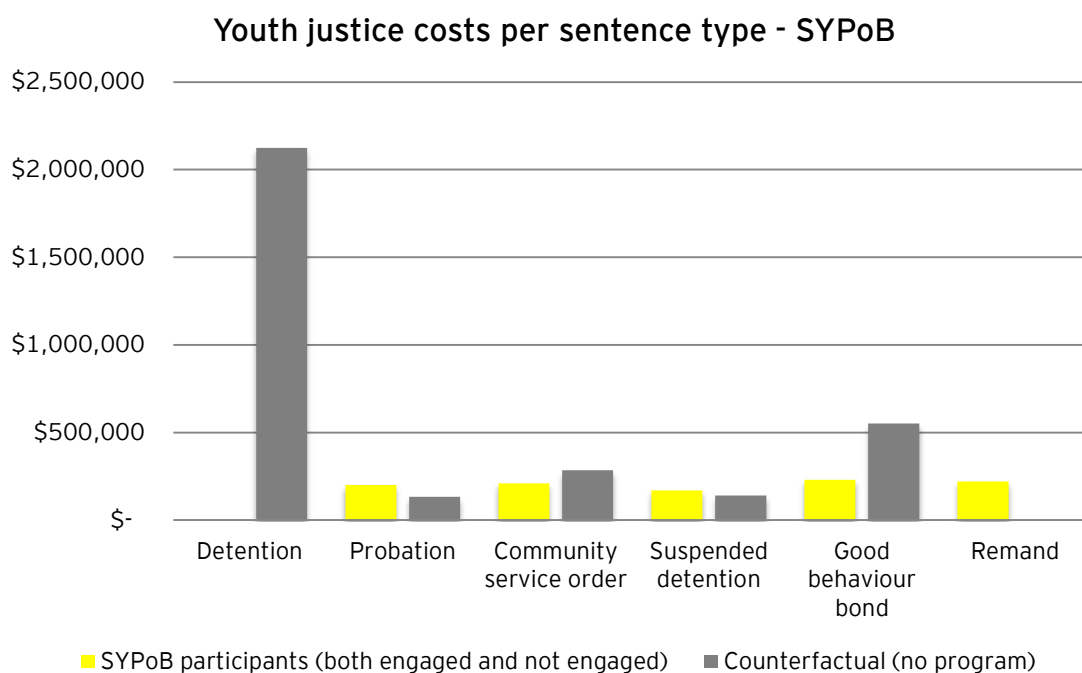


Figure 24: Comparison of costs to youth justice agencies by sentencing outcome - SYPoB

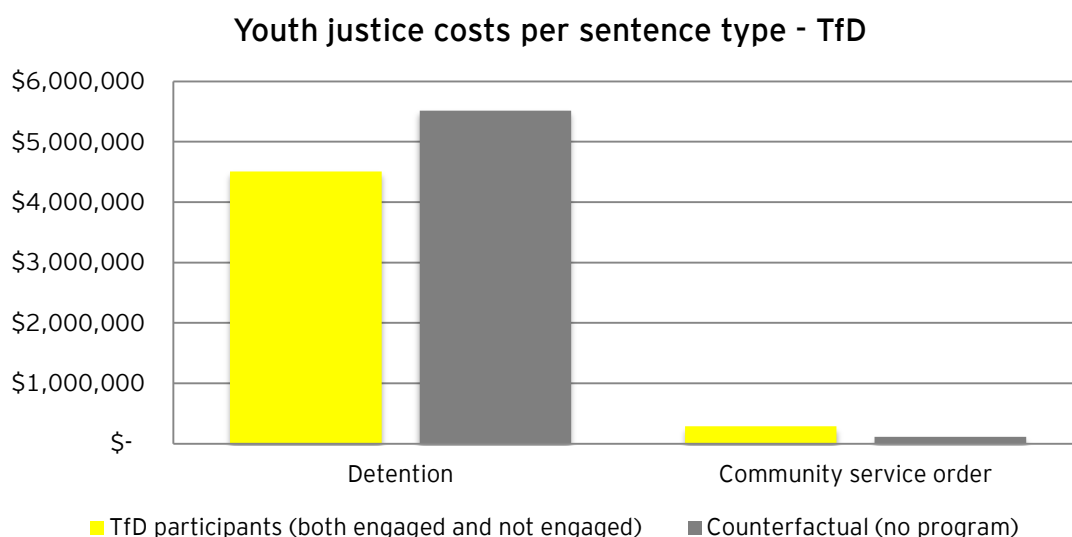


Figure 25: Comparison of costs to youth justice agencies by sentencing outcome - TfD

Figures 24 and 25 show that:

- ▶ The main source of cost savings to youth justice agencies through SYPoB is due to a reduction in the number of young people sentenced to detention.
- ▶ Community-based supervision (CBS) costs are greater for young people who engage with SCA because a higher proportion of participants are sentenced to CBS (compared to the counterfactual). Youth Workers support young people and enable them to successfully go through CBS. Accordingly, SCA also supports the Court by enabling the Magistrate to sentence young offenders to CBS rather than detention. Given that CBS costs far less than detention to the state, the costs of having more young people in CBS is offset by having less young offenders in detention.

Section 8 Success factors

In addition to identifying what social value is created for stakeholders, an SROI analysis reveals valuable findings related to success factors and potential improvements. In fact, the SROI methodology requires in-depth consultation with stakeholders, during which they are asked to reflect on their experiences and draw connections between activities and outcomes expected.

According to stakeholders and EY's analysis, many aspects of the Youth Justice Programs lead to the creation of social and economic value. It is recommended that SCA continues to focus on delivering on the following:

- ✓ The professionalism, expertise and commitment of SCA Youth workers are key to Program success
 - ▶ Youth Workers' engagement approach is customised, holistic and flexible
 - ▶ Engagement with a participant is not based on rigid lessons, plans or timelines to follow - on the contrary, it focuses on issues that are specific to the young person
 - ▶ Every participant is unique and therefore receives "treatment" that is appropriate to his/her context and circumstance on the day of the engagement
 - ▶ Activities are conducted according to a participant's interests (i.e. physical, creative or educational)
 - ▶ Youth Workers play multiple roles, including parent, mentor, friend and teacher - they are also accessible at any time
 - ▶ Youth Workers take an interest in the participants' lives and, in many cases, they are the only people to do so
 - ▶ Time spent with participants is informal
 - ▶ Participants can choose when and how to disclose their issues
- ✓ SCA acts as an important gateway to a number of services providing support to disengaged young people
 - ▶ Left to their own, participants would find it hard to navigate the complex system of relevant agencies and service providers, between various locations, bureaucracy and time commitments
 - ▶ Participants can rely on Youth Workers to represent their interests in front of service providers and relevant agencies - therefore, young people no longer need to disclose personal matters to multiple organisations (which can be a trying experience)
 - ▶ Both Youth Justice Programs are voluntary and not mandated by the Court - therefore, participants do not see the program as something that is "forced on them", which prompts them to engage anyway
 - ▶ Youth Workers build positive relationships of trust with participants, in addition to providing guidance and support - on the other hand, other service providers would typically only provide information or referrals, without advice or customised support
- ✓ Participation is voluntary
 - ▶ Both Youth Justice Programs are voluntary and not mandated by the Court - therefore, participants do not see the program as something that is "forced on them", which prompts them to engage anyway

- ✓ Proactive interventions are a distinct characteristic of the support provided
 - ▶ Youth Workers are in the frontline for young people (by attending Court and/or being present the first day a young offender enters Ashley)
- ✓ Response to young people is immediate
 - ▶ Resources to fund transport, training programs or recreational activities are available almost immediately, with minimal bureaucracy - this enables Youth Workers to respond and cater to the needs of participants whenever required, especially in emergency situations
- ✓ The communication and engagement style promotes a more reflective approach
 - ▶ Youth Workers help participants reframe their issues and tackle them one by one
 - ▶ Participants learn practical problem solving skills by breaking down issues and analysing them in a familiar context that they can relate to

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- SROI Network 2012, *A guide to Social Return on Investment*, SROI Network, United Kingdom

Appendix A – SROI methodology and key terms

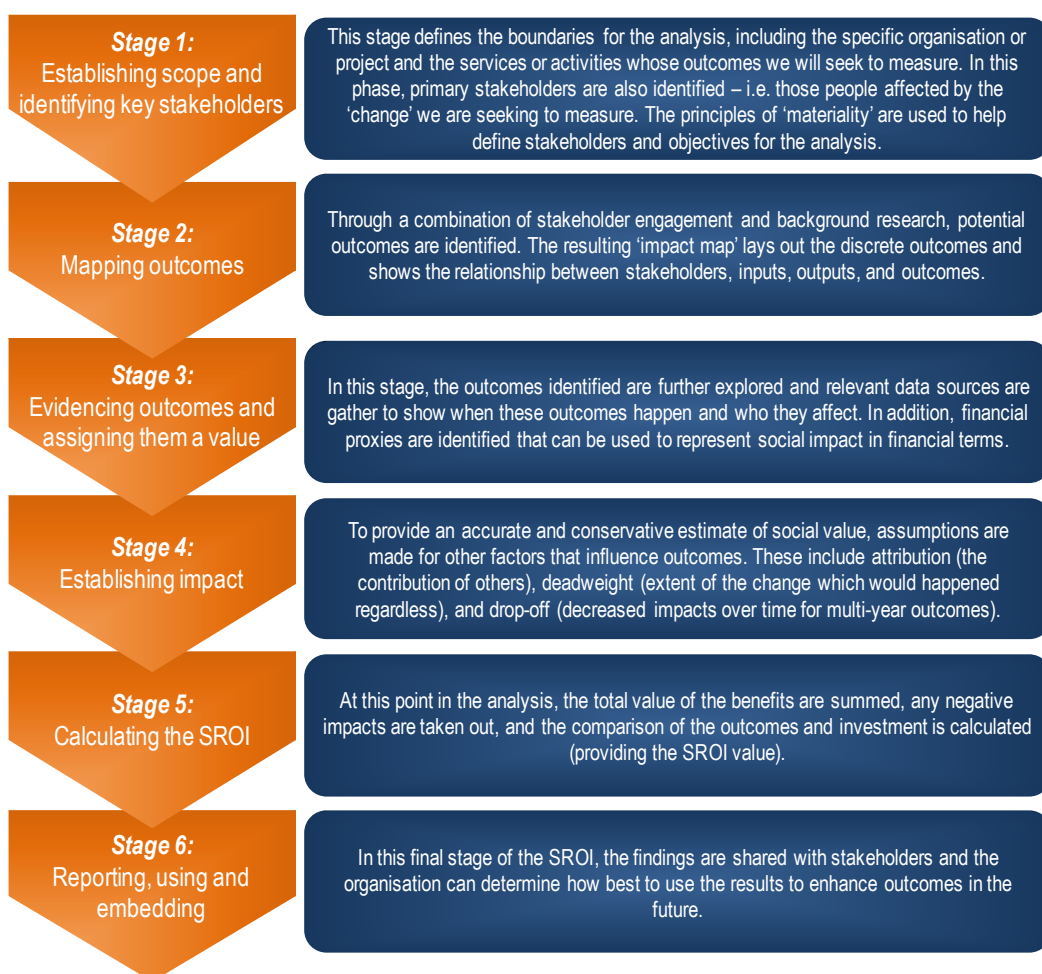
The following is drawn from 'A guide to Social Return on Investment', published by the SROI Network in January 2012 (SROI Network 2012).

SROI methodology

SROI is a framework for measuring and accounting for the broader concept of social value. It tells the story of how change is being created for the people and organisations that experience or contribute to it, by identifying and measuring social outcomes; where appropriate, monetary values are then used to represent those outcomes.

The SROI methodology was developed from social accounting and cost-benefit analysis and it is important to note that the values calculated, although expressed in monetary terms, do not equate to a financial return.

The SROI methodology consists of the following six stages:



The SROI methodology makes an important distinction between *outcomes achieved* and *impact*. It defines impact as the difference between the outcome for participants and taking into account what would have happened anyway (deadweight), the contribution of others (attribution), whether a benefit has simply been moved from one place to another (displacement), and the length of time over which outcomes last (benefit period and drop-off). An appreciation of all of these elements is critical to conducting robust cost-benefit analyses.

Glossary of key terms

Attribution

The concept of attribution in SROI is an ‘assessment of how much of the outcome was caused by the contribution of other organisations or people’. A highly subjective element of evaluation, credit is usually claimed in its entirety or completely omitted. In organisations engaged in direct delivery, understanding the amount of credit for outcomes can be relatively straightforward through engaging with beneficiaries and wider stakeholders. It becomes more complex when organisations work in partnership with others to create change to beneficiaries who may be far removed from the partner. In order to determine the attribution, we must consider each outcome and ask the question; “*How much of this happened because of your intervention?*”

Benefit period and drop-off

It is acknowledged that outcomes are not static, but instead dynamic and occur at different points in people’s lives and have different durations. SROI takes into account that benefits may last beyond the period of the intervention and, as such, takes account for this in the modelling of outcomes over time. This is known as the *benefit period*. Furthermore, SROI acknowledges that outcomes may deteriorate over time and this is also taken into consideration and is known as *drop-off*.

Deadweight

Deadweight is an appreciation of what would have occurred anyway, in terms of achievement of outcomes, in the absence of the intervention/activity. In order to determine the deadweight, we must consider each outcome and ask the question; “*How much of this would have happened anyway?*”

Displacement

This is an assessment of how much of the change is a net benefit (i.e. a new change) or simply the movement of change from one place to another. For example, in employment, if one individual gets a job then they are stopping someone else from getting a job – the benefit is displaced. Displacement is generally relevant to outcomes related to employment creation or crime prevention. Displacement is not relevant to the outcomes identified in this analysis.

Financial proxies

Non-TfDed outcomes were valued using standard techniques of economic valuation and triangulated with the descriptions of outcomes derived from existing research and stakeholder engagement. The proxies used in the SROI are a combination of the costs of publically available economic goods and services, secondary research utilizing already present studies that value the impact of appropriate intervention services and the ‘willingness to pay’ approach.

Materiality

Information is material if its omission has the potential to affect the readers’ or stakeholders’ decisions. Materiality requires a determination of what information and evidence must be included in the accounts to give a true and fair picture, such that stakeholders can draw reasonable conclusions about impact.

Stakeholders

People, organisations or entities that either experience change as a result of the activity that is being analysed or contribute to the change taking place.

Theory of change

A theory of change links the activities of a program, intervention or organisation to the short-term, medium-term and long-term outcomes experienced by service users, and other stakeholders. Gaining an intimate understanding of how an intervention creates an impact on the lives of those affected through qualitative approaches leads to better quantitative analysis and modelling at later stages of an SROI analysis. The theory of change tells the story of how stakeholders are impacted by the program or intervention and their perception and belief of how their lives have changed as a result.

Appendix B - Data and assumptions

Data assumptions for young people (proxy, deadweight and attribution) - by outcome

Supporting Young People on Bail

Physical Health

Item	Description	Value	Rationale	Source	Notes
Proxy	Average cost of gym membership in Tasmania (per year)	\$960	"Most recreational activities facilitated by SCA involve physical exercise, such as participating in sport and going to the gym. When asked to rank outcomes by order of importance, stakeholders gave a lower score to "Physical Health", hence a relatively low value option has been used compared to other outcomes. Physical exercise is more relevant than drug and alcohol issues for young people on bail (compared with young people in detention) due to their lower risk profile."	http://www.gymprices.com.au/	\$80/month => \$960/year
Deadweight		44%		Quantitative data collection (surveys)	
Benefit Period	Only valid during engagement with the program				

Independence

Item	Description	Value	Rationale	Source	Notes
Proxy	Average rent in Tasmania + cost of car (including insurance and maintenance) per year	\$11,004	For the young people, independence stems from able to have stable accommodation and get around without external support. Independence was ranked as the third most importance outcome, hence it relatively high value."	Australian Bureau of Statistics http://www.ausstats.abs.gov.au/ausstats/subscriber.nsf/0/850B54993AF63E35CA257384000E5A04/\$File/4130055001_2005-06.pdf http://www.racq.com.au/cars-	"Mean housing costs in Tasmania - renter of State housing: \$77 / week (ABS, table 22) => \$4,312 / year

Item	Description	Value	Rationale	Source	Notes
				and-driving/cars/owning-and-maintaining-a-car/car-running-costs	Car running costs: Light class car (standing + running costs) starts at \$7,000 / year Total: \$11,004 year"
Deadweight		48%		Quantitative data collection (surveys)	
Benefit Period	Only valid during engagement with the program			Stakeholder Engagement	

Engagement with Education

Item	Description	Value	Rationale	Source	Notes
Proxy	Minimum annual wage for junior (less than 21 years old) building and construction worker/general hand	\$ 32,269	"Engagement with Education" was ranked as the most important outcome for young people on bail. If a young person is engaged with education, he/she is more likely to have the discipline required to undertake a vocational course and eventually secure a job.	Fair Work Ombudsman PayCheck Plus (January 2015): http://paycheck.fwo.gov.au/PayCheckPlus.aspx	\$17.73/hour, 35 hours/week => \$32,269 / year
Deadweight		56%		Quantitative data collection (surveys)	
Benefit Period	1 year, 80% drop off		It is very likely that the benefits of this outcome will last beyond the contact with the SCA youth worker as it builds on developing a greater awareness issues and cultivating positive behaviour. In order to be conservative and lack of longitudinal data, a majority of this outcome is reduced in the year going forward.	Stakeholder Engagement	

Employability

Item	Description	Value	Rationale	Source	Notes
Proxy	Minimum annual wage for cooking apprenticeship (first year, part-time basis)	\$9,457	This proxy represents the potential future value of successfully engaging with and completing some form of basic educational course	Fair Work Ombudsman PayCheck Plus (January 2015): http://paycheck.fwo.gov.au/PayCheckPlus.aspx	\$10.80/hour, 17 hours/week, 52 weeks/year (part-time) => \$9,547 / year
Deadweight		51%		Quantitative data collection (surveys)	
Benefit Period	1 year, 80% drop off		It is very likely that the benefits of this outcome will last beyond the contact with the SCA youth worker as it builds on developing a greater awareness issues and cultivating positive behaviour. In order to be conservative and lack of longitudinal data, a majority of this outcome is reduced in the year going forward.	Stakeholder Engagement	

Positive Social Connections

Item	Description	Value	Rationale	Source	Notes
Proxy	Quality Adjusted Life Year weighting attached to mild to moderate social phobia (0.17) applied to the Australian Value of a Statistical Life Year (151,000 in 2007 AUD and \$182,336 in 2014 AUD)	\$30,997	"Positive Social Connections" was ranked as the second most important outcome for young people on bail, hence its relatively high value. Most young people on bail have trouble maintaining positive relationships which can be associated with a mild affective disorder.	CPI: http://www.rateinflation.com/consumer-price-index/australia-historical-cpi Value of Statistic Life Year: Best practice regulation guidance note, Department of Prime Minister and Cabinet https://www.dpmc.gov.au/deregulation/obpr/docs/ValuingStatisticalLife.pdf Disability weights: Australian Institute of Health and Welfare http://www.aihw.gov.au/WorkArea/DownloadAsset.aspx?id=6442459196	
Deadweight		44%		Quantitative data collection (surveys)	

Item	Description	Value	Rationale	Source	Notes
Benefit Period	1 year, 80% drop off		It is very likely that the benefits of this outcome will last beyond the contact with the SCA youth worker as it builds on developing a greater awareness issues and cultivating positive behaviour. In order to be conservative and lack of longitudinal data, a majority of this outcome is reduced in the year going forward.	Stakeholder Engagement	

Future Aspirations

Item	Description	Value	Rationale	Source	Notes
Proxy	Average annual cost of consultation with motivational life coach	\$2,484	Having regular sessions with a motivational life coach is likely to help any (young) person to have aspirations for the future and a more optimistic view of the weeks/months/years ahead.	<p>Craig Harper - Consultation fee (face-to-face): \$400/hour http://www.craigharper.com.au/coaching/</p> <p>Authentic empowerment: life coaching investment ranges from \$250 per week to \$350 per session (face-to-face) http://www.authenticempowerment.com.au/ServicesFees/610/n/3/0/0/</p> <p>Positive direction (online/phone): \$65/hour http://www.positivedirectioncoaching.com.au/services.html</p> <p>Quantum Coaching (online/phone): \$95/session http://www.quantumcoaching.com.au/rates.htm</p> <p>Dynamic life (online/phone): \$125/session http://www.dynamiclifecoaching.com.au/services.html</p>	Average cost per session: \$207, 1 session per month, 12 months
Deadweight		53%		Quantitative data collection (surveys)	

Item	Description	Value	Rationale	Source	Notes
Benefit Period	1 year, 80% drop off		It is very likely that the benefits of this outcome will last beyond the contact with the SCA youth worker as it builds on developing a greater awareness issues and cultivating positive behaviour. In order to be conservative and lack of longitudinal data, a majority of this outcome is reduced in the year going forward.	Stakeholder Engagement	

Improved Family Relations

Item	Description	Value	Rationale	Source	Notes
Proxy	Average household expenditure on family recreational activities (per year)	\$ 2,919	Spend on engaging in recreational activities with family members is frequently cited as an indicator for a cohesive family and can be a proxy to value time spent together.	Australian Bureau of Statistics Household expenditure survey, Tasmania: summary of results, 2009-10 (Table 29).	Recreation and culture: \$56.14 / week => 2,919 / year Based on lowest equivalised household income quintile
Deadweight		36%		Quantitative data collection (surveys)	
Benefit Period	Only valid during engagement with the program			Stakeholder Engagement	

Transition from Detention

Physical Health

Item	Description	Value	Rationale	Source	Notes
Proxy	Quality Adjusted Life Year weighting attached to "Substance use disorder - problem drinking / cannabis dependence" (0.11) applied to the Australian Value of a Statistical Life Year (151,000 in 2007 AUD and \$182,336 in 2014 AUD)	\$30,997	For young people in Transition, "Physical Health" was ranked as the second most important outcome, hence its relatively high value. Most young people in Transition have issues with substance abuse/addiction.	CPI: http://www.rateinflation.com/consumer-price-index/australia-historical-cpi Value of Statistic Life Year: Best practice regulation guidance note, Department of Prime Minister and Cabinet https://www.dpmc.gov.au/deregulation/obpr/docs/ValuingStatisticalLife.pdf Disability weights: Australian Institute of Health and Welfare http://www.aihw.gov.au/WorkArea/DownloadAsset.aspx?id=6442459196	
Deadweight		28%		Quantitative data collection (surveys)	
Benefit Period	1 year, 80% drop off		It is very likely that the benefits of this outcome will last beyond the contact with the SCA youth worker as it builds on developing a greater awareness issues and cultivating positive behaviour. In order to be conservative and lack of longitudinal data, a majority of this outcome is reduced in the year going forward.	Stakeholder Engagement	

Independence

	Description	Value	Rationale	Source	Notes
Proxy	Average rent in Tasmania + cost of car (including insurance and maintenance) per year	\$11,004	For the young people, independence means being able to have stable accommodation and get around without external support. Independence was ranked as the third most importance outcome, hence it relatively high value."	Australian Bureau of Statistics http://www.ausstats.abs.gov.au/ausstats/subscriber.nsf/0/850B54993AF63E35CA257384000E5A04/\$File/4130055001_2005-06.pdf http://www.racq.com.au/cars-and-driving/cars/owning-and-maintaining-a-car/car-running-costs	"Mean housing costs in Tasmania - renter of State housing: \$77 / week (ABS, table 22) => \$4,312 / year Car running costs: Light class car (standing + running costs) starts at \$7,000 / year Total: \$11,004 year"
Deadweight		27%		Quantitative data collection (surveys)	
Benefit Period	Only valid during engagement with the program			Stakeholder Engagement	

Engagement with Education

Item	Description	Value	Rationale	Source	Notes
Proxy	Minimum annual wage for cooking apprenticeship (first year, full-time basis)	\$19,656	If a young person is engaged with education, he/she is more likely to have the discipline required to undertake a vocational course and eventually secure a job.	Fair Work Ombudsman PayCheck Plus (January 2015): http://paycheck.fwo.gov.au/PayCheckPlus.aspx	\$10.80/hour, 35 hours/week, 52 weeks/year (full-time) => \$19,656 / year
Deadweight		39%		Quantitative data collection (surveys)	
Benefit Period	Only valid during engagement with the program			Stakeholder Engagement	

Employability

Item	Description	Value	Rationale	Source	Notes
Proxy	Cost of vocational training course	\$ 1,500	If a young person undertakes a vocational training course, he/she is more likely to secure a job.	TasTAFE: http://www.tastafe.tas.edu.au/future/fees-and-payments/	Student participation fees from Certificate I to IV level in 2015 do not exceed \$1,500
Deadweight		27%		Quantitative data collection (surveys)	
Benefit Period	Only valid during engagement with the program			Stakeholder Engagement	

Positive Social Connections

Item	Description	Value	Rationale	Source	Notes
Proxy	Quality Adjusted Life Year weighting attached to mild to moderate social phobia (0.17) applied to the Australian Value of a Statistical Life Year (151,000 in 2007 AUD and \$182,336 in 2014 AUD)	\$30,997	"Positive Social Connections" was ranked as the second most important outcome for young people on bail, hence its relatively high value. Most young people on bail have trouble maintaining positive relationships which can be associated with a mild affective disorder.		
Deadweight		29%		Quantitative data collection (surveys)	
Benefit Period	1 year, 80% drop off		It is very likely that the benefits of this outcome will last beyond the contact with the SCA youth worker as it builds on developing a greater awareness issues and cultivating positive behaviour. In order to be conservative and lack of longitudinal data, a majority of this outcome is reduced in the year going forward.	Stakeholder Engagement	

Future Aspirations

Item	Description	Value	Rationale	Source	Notes
Proxy	Cost of attending a two-day happiness seminar	\$ 1,455	Attending a motivational/happiness seminar is likely to help any (young) person to have aspirations for the future and a more optimistic view of the weeks/months/years ahead. When asked to rank outcomes by order of importance, stakeholders of the Transitions program gave a lower score to "Future Aspirations", hence its relatively low value compared to other outcomes.	"Over the past 10 years, Happiness & Its Causes has been a forum for exploring the (...) causes for a happy and fulfilling life" http://www.happinessanditscauses.com.au/registration.html	Average cost per session: \$207, 1 session per month, 12 months
Deadweight		34%		Quantitative data collection (surveys)	
Benefit Period	1 year, 80% drop off		It is very likely that the benefits of this outcome will last beyond the contact with the SCA youth worker as it builds on developing a greater awareness issues and cultivating positive behaviour. In order to be conservative and lack of longitudinal data, a majority of this outcome is reduced in the year going forward.	Stakeholder Engagement	

Improved Family Relations

Item	Description	Value	Rationale	Source	Notes
Proxy	Average household expenditure on family recreational activities (per year)	\$ 2,919	Engaging in recreational activities with family members is frequently cited as an indicator for a cohesive family.	Australian Bureau of Statistics Household expenditure survey, Tasmania: summary of results, 2009-10 (Table 29).	Recreation and culture: \$56.14 / week => 2,919 / year Based on lowest equivalised household income quintile
Deadweight		54%			

Appendix C – Outcome Scales

<i>Outcome: Improved physical health</i>	
<p>Things to consider:</p> <p>Getting appropriate medical assistance when needed: knowing appropriate health services to access, Ability to arrange and keep medical appointments when required</p> <p>Leading a healthy lifestyle: Various activities introduced, participating in any form of exercise regularly, routine meals, reducing junk food</p> <p>Working towards getting the right certifications</p> <p>Alcohol, drugs and smoking: Frequency of consumption and cessation of habits</p>	
(5) Self-Reliance	I look after my health well and am regularly doing the things that I need to maintain this state.
(4) Learning	I am regularly doing a few things to improve my health but I could do more
(3) Believing	I am starting to do things to improve my health and know what I need to do to help me
(2) Accepting help	My health is poor or at risk but I have some help with this
(1) Stuck	My health is poor or at risk. I don't have help or won't accept it

Outcome: Independence	
<p>Things to consider:</p> <p>Access to financial resources when needed: Access to cash in order to meet basic every day needs without having to rely on parent or guardian</p> <p>Getting around without reliance on others: Being able to use public transport / having begun to gain various stages driver's licenses / Going to school and other courses / Keeping service provider, court, police appointments / meeting with friends / attending activities</p> <p>Regular access to safe and secure accommodation: Not having to couch surf, have your own place to call home, not having to share your sleeping area with strangers</p>	
(5) Self-Reliance	I can look after myself as well and independently as possible and have any support I need when required.
(4) Learning	I am mostly able to look after and do things for myself but there are still a few things that need to change
(3) Believing	There is no immediate cause for concern but things could be a lot better
(2) Accepting help	I can't look after myself well enough. I'm looking at making changes but its daunting
(1) Stuck	I can't look after myself well enough. I don't have help or don't think I need help

<i>Outcome: Engagement with Education and Training</i>	
<p>Things to consider:</p> <p>Motivation to attend school: Wanting to attend school or course and knowing the importance of finishing school</p> <p>Appropriate behaviour in class: Getting along with other students and teachers, respectful behaviour, lessened/no conflict</p> <p>Ability to complete a school year or course: Working towards, steps taken towards achieving Cert 1/2/3/4</p>	
(5) Self-Reliance	I make the most of opportunities and I'm determined to achieve my goals now and in the future.
(4) Learning	I am doing lots of interesting things at my education facility and I like to achieve my goals.
(3) Believing	I do give new things a go, but I either find it hard to stick with the course or I don't have the time.
(2) Accepting help	There may be some interesting courses out there for me to do but I wouldn't know where to start
(1) Stuck	I can't be bothered. There's nothing around that I want to do.

<i>Outcome: Engagement with Employment</i>	
<p>Things to consider:</p> <p>What is required to get a job: Physical presentation, interview skills, having a resume, awareness of opportunities</p> <p>Handling yourself in a work environment: Cooperation, patience, helping others, being respectful, taking responsibility</p> <p>Working towards getting the right certifications</p> <p>Having previously held a job for a short period of time</p>	
(5) Self-Reliance	I have good job-specific skills and/or experience and know what to do more and get on with it.
(4) Learning	I have enough work-related skills or experience to get a job or voluntary position but need more to do what I want to do
(3) Believing	I do actually have some skills, I am learning new skills and gaining experience
(2) Accepting help	I don't know how to find work or learning but I'm interested and could do with some advice and guidance
(1) Stuck	I don't know what I want to do. There is nothing I can do.

Outcome: Positive Social connections	
<p>Things to consider:</p> <p>Being able to control one's anger: Less violent behaviour, being assertive vs aggressive in resolving conflict or differences</p> <p>Spending time with positive influences: Associating with new and positive circles, reducing time spent with negative influences and being able to say no to peer pressure, trusting others, recognising strength in positive social interactions and relationships</p>	
(5) Self-Reliance	I have people who support me and am confident in social situations that are new to me
(4) Learning	I spend time with people who support me and my choices but I really need to maintain that
(3) Believing	I know I need to avoid people and social situations focused on negative things I used to do that got me in trouble, however its frightening to let go of these guys
(2) Accepting help	I would like things to be different and am open to talking about meeting new/different people and doing new things but not sure how this is possible
(1) Stuck	Sometimes I wish I had people around who'd help me change but there's no way

<i>Outcome: Improved aspirations for the future</i>	
<p>Things to consider:</p> <p>Setting and achieving goals: positive perceptions about life, knowing what's available to them, acknowledging their right to achieve things</p> <p>Staying out of trouble with the authorities: Less pro-criminal thoughts, positive beliefs and values, avoiding sentencing due to positive behaviour</p> <p>Knowing where to get help when needed: family support, meeting legal obligations, talking about issues and putting in place strategies to overcome them, utilising support services when and where appropriate</p>	
(5) Self-Reliance	I know there are things I'm good at and I can overcome challenges
(4) Learning	I believe in myself most of the time and I can see when I'm doing well. But sometimes I lack confidence or feel under pressure
(3) Believing	Dealing with difficult feelings and issues causes problems but I'm doing something about it, e.g. sport, or talking to someone
(2) Accepting help	I want to be more confident but don't know where to start
(1) Stuck	I am not the sort of person who achieves things

<i>Outcome: Improved family relationships</i>	
Things to consider: Setting up a functional, healthy family environment Acknowledging and taking on responsibility for their family Having quality time away from <i>and</i> with partner and child Having appropriate housing arrangements Reduction in family violence and abuse	
(5) Self-Reliance	I enjoy being at home with my family
(4) Learning	I try different ways to reconnect and with my family and it is working a lot of the time
(3) Believing	I am starting to understand why my family are the way they are, and I am figuring out my issues and how I can better interact with them
(2) Accepting help	I can only really handle seeing my family for very short periods of time
(1) Stuck	We tend to argue most of the time we are together and there's not going to be much that's going to change that

Deadweight - What would have happened without Save the Children's programs?

For each of the outcome areas discussed previously, to what extent do you feel you would have been able to achieve this outcome had it NOT been for your involvement with Save the Children's programs? (enter corresponding values into the response template)

OUTCOME	No change without SCA	A little	Some	Most	All without SCA
Improved physical health	1	2	3	4	5
Increased independence	1	2	3	4	5
Improved engagement with education and training	1	2	3	4	5
Improved employability	1	2	3	4	5
Positive social connections	1	2	3	4	5
Improved aspirations	1	2	3	4	5

Attribution - Who else contributed to the change?

For each of the outcomes discussed, were there any other individuals or organisations that were involved in your life that contributed to you experiencing change (e.g. family, other courses, other support services, etc.)? (enter corresponding values into the response template)

OUTCOME	Yes - please describe
Improved physical health	Input into response template
Increased independence	Input into response template
Improved engagement with education and training	Input into response template
Improved employability	Input into response template
Positive social connections	Input into response template
Improved aspirations	Input into response template

Appendix D – Calculations for cost savings to youth justice agencies

Supporting Young People on Bail - Cost Savings to Youth Justice

Program outcomes

	Clients engaged with the SCA SYPoB Program (n = 87)		Clients referred but not engaging with the SYPoB program (n = 57)	
	No. of Clients	Proportion	Estimated No. of clients	Proportion
Sentence Finalisation				
Detention	0	0%	4	7%
Probation	20	23%	5	9%
CSO	21	24%	11	20%
Suspended Detention	17	20%	6	10%
Good Behaviour	23	26%	22	38%
Formal Caution	4	5%	9	16%
Unsentenced Detention				
Remand	2	2%	0	NA
Total Clients	87	100%	57	100%

provided by SCA
provided by DOJ

Youth Justice Costs by sentence type

Sentence Finalisation	Legal Aid	Court	Supervision	Sentenced Detention	Unit Cost per outcome
Detention	\$ 513	\$ 606		\$ 206,630	\$ 207,749
Probation	\$ 513	\$ 606	\$ 8,843		\$ 9,963
CSO	\$ 513	\$ 606	\$ 8,843		\$ 9,963
Suspended Detention	\$ 513	\$ 606	\$ 8,843		\$ 9,963
Good Behaviour	\$ 513	\$ 606	\$ 8,843		\$ 9,963
Formal Caution	\$ 513	\$ 606			\$ 1,119
Unsentenced Detention	Legal Aid	Court	Supervision	Unsentenced Detention	Unit Cost per outcome
Remand	\$513	\$606		\$ 108,430	\$109,549

Current Scenario - Costs Based on engaged and non-engaging clients

SYPoB engaged clients (n=87)	Total Cost to YJ Services per client	Referred but non- engaged clients (n=57)	Total Cost to YJ Services per client	All referred clients not engaging with SCA (n=144)	Total Cost to YJ Services per client
0	\$ -	4	\$ 840,718	10	\$ 2,123,919.31
20	\$ 199,252	5	\$ 52,228	13	\$ 131,945.44
21	\$ 209,215	11	\$ 112,016	28	\$ 282,988.24
17	\$ 169,365	6	\$ 55,206	14	\$ 139,468.64
23	\$ 229,140	22	\$ 217,847	55	\$ 550,351.36
4	\$ 4,477	9	\$ 10,141	23	\$ 25,618.63
2	\$ 219,098	NA	NA	NA	NA
Cost to YJ(a)	\$ 1,030,547	Cost to YJ(b)	\$ 1,288,157	Total Cost to YJ(c)	\$ 3,254,292

Scenario B - Costs based on no engagement with SCA

Cost to Youth Justice for clients who engaged with SCA (a)	\$ 1,030,547
Cost to Youth Justice for clients who didn't engage with SCA (b)	\$ 1,288,157
Total Cost (a+b)	\$ 2,318,705
Cost to Youth Justice if none of the referred clients engaged with SCA (c)	\$ 3,254,292
Cost Savings to YJ	\$ 935,587

Transition from Remand and Detention - Cost Savings to Youth Justice

Program outcomes

	Clients engaged with the SCA TRaD Program		Clients referred but not engaging with the TRaD program	
Sentence Finalisation	No. of Clients	Proportion	Estimated No. of clients	Proportion
Detention	19	40%	3	50%
Suspended Detention Order	9	19%	1	22%
Supervised Release Order	6	13%		
Probation Order	5	10%		
Community Service Order	8	16%		
No orders	1	2%	1	28%
Total	48	100%	5	100%

Youth Justice Costs by sentence type

Sentence Finalisation	Legal Aid	Court	Supervision	Sentenced Detention	Unit Cost per outcome
Detention	\$ 513	\$ 606		\$ 206,630	\$ 207,749
Suspended Detention Order	\$ 513	\$ 606	\$ 8,843		\$ 9,963
Supervised Release Order	\$ 513	\$ 606	\$ 8,843		\$ 9,963
Probation Order	\$ 513	\$ 606	\$ 8,843		\$ 9,963
Community Service Order	\$ 513	\$ 606	\$ 8,843		\$ 9,963
No orders	\$ 513	\$ 606			\$ 1,119

Scenario A - Costs Based on engaged and non-engaging clients

SYPoB engaged clients	Total Cost to YJ Services per client
19	\$ 3,988,785
9	\$ 90,859
6	\$ 62,167
5	\$ 47,821
8	\$ 76,513
1	\$ 1,075
Total Cost to YJ (a) \$ 4,267,219	

Scenario B - Costs based on no engagement with SCA

Referred but non-engaged clients	Total Cost to YJ Services per client	All referred clients not engaging with SCA	Total Cost to YJ Services per client
3	\$ 520,268.42	27	\$ 5,514,845.30
1	\$ 11,115	12	\$ 117,821.07
1	\$ 1,544.73	15	\$ 16,374.14
Total Cost to YJ (b) \$ 532,928		Total Cost to YJ(c) \$ 5,649,041	

Cost to Youth Justice for clients who engaged with SCA (a)	\$ 4,267,219
Cost to Youth Justice for clients who didn't engage with SCA (b)	\$ 532,928
Total Cost (a+b)	\$ 4,800,147
Cost to Youth Justice if none of the referred clients engaged with SCA (d)	\$ 5,649,041
Cost Savings to YJ	\$ 848,893



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