



# Report

## Forecast Social Return on Investment Analysis The Bridge Project Western Australia



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**“This report has been submitted to an independent assurance assessment carried out by The SROI Network. The report shows a good understanding of the SROI process and complies with SROI principles. Assurance here does not include verification of stakeholder engagement, data and calculations. It is a principles-based assessment of the final report”.**

### **About the Author**

Annette Hoskisson is the Director of Socialsuite and a Social Consultant with 18 years experience working with organizations in the area of strategic social investment and corporate social responsibility. Annette has worked extensively with the Australian resources sector, undertaking community consultation for Social Impact Assessments, and developing social investment and outcomes based evaluation frameworks.

Annette undertook the SROI network training in Perth, Western Australia in 2010, and is submitting this report for her SROI accreditation with a view to providing SROI analysis professional services to the not-for-profit sector.

Socialsuite assists organizations to measure the social value created and outcomes of their community investment and partnership programs. As part of this process, Socialsuite also aims to help communities achieve improved social outcomes and positive change.

Socialsuite has developed tools to assist organizations to monitor and manage their social program using cloud based technology to standardize and streamline the reporting of outcomes.

### **Contributors to the Report**

This report and SROI analysis had input from the following individuals / organizations:

Annette Hoskisson, the lead author from Socialsuite, spent approximately 28 days undertaking the stakeholder engagement, conducting the analysis and research, compiling the report and assumed overall responsibility for the analysis.



YMCA Bridge Project Staff spent approximately 7 days in total providing on the project, assisting in the data collection, assisting with the organization of the stakeholder engagement process and discussing and reviewing the analysis.

The Department of Corrective Services Perth spent approximately 1 day reviewing the report and participating in a facilitated discussion of the report.

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## Executive Summary

This Report is a Forecast Social Return on Investment (SROI) analysis of the YMCA's Bridge Project, Perth Western Australia. The report assesses the social impact that the project is likely to generate for its key stakeholders over a five year period.

The Bridge Project aims to create meaningful employment opportunities and offer education, training, and workplace mentoring for young offenders.

Participants are provided with support to strengthen their vocational and work readiness to improve their long-term work prospects, and to re-engage both socially and economically within their communities. Participants also have access to the YMCA's extensive range of counseling and youth services to further assist with their rehabilitation.

SROI is a framework for accounting measuring and accounting for social value. SROI measures change in a way that is relevant to the people or the organization that contributes to it. It tells the story of how change is being created by measuring social, environmental and economic outcomes and uses monetary values to represent them for a range of stakeholders.

The YMCA Bridge Project in Western Australia has been established as a pilot project and will need to demonstrate to funders that the project merits continuity of funding or increased funding and resourcing post April 2013.

This report is not an analysis of the operations of the YMCA's Bridge Project or an assessment of the business model / the sustainability of the operations. This report focuses on the effect that The Bridge Project will have on stakeholders.

The major stakeholder groups who will benefit from The Bridge Project include:

**Bridge Project Participants** who will benefit from obtaining an employment work experience and support which could lead to securing longer term employment which will prevent the young person from reoffending.

**Families (parents) of participants** who will benefit an overall reduction in the stress to the family caused by their child offending and a reduction in financial strain due to their child's increased economic independence.

**Bridge Project Employers** who will benefit from the opportunity to recruit a new person to the organization and change their views about employing a young person who has been involved with the juvenile justice system.

**Department of Corrective Services, Western Australia** who will see a reduction in recidivism rates for Bridge Project Participants.

**Western Australian Police Service** who will see fewer juvenile offences committed by Bridge project participants and who will be able to reallocate funding to other areas of community need.

**Australian Government Tax Office** who will receive tax contributions from Bridge project participants as they enter the workforce.

The following is a summary of the social value created for each stakeholder group.

Stakeholder Group	Outcomes from the Bridge Project	Social Value creation (2010 - 2015)*	Social Value per Stakeholder Group
Bridge Project Participants	Securing stable and ongoing employment, thereby leading to a greater sense of self-worth.	\$142,077.00	\$427,790.30
	Reduced Likelihood of Reoffending as a result of reduced substance abuse and improved social relationships and family support.	\$285,713.30	
Families of Bridge Project Participants	Overall stress reduced on parents - Ability to seek reprieve and improve overall quality of life	\$54,000	\$54,000
Employers of the Bridge Project Participants	Gain an additional resource in their organization, against the backdrop of a buoyant Western Australia labour market.	\$0	\$8,425.00



Stakeholder Group	Outcomes from the Bridge Project	Social Value creation (2010 - 2015)*	Social Value per Stakeholder Group
	Adopt a more positive view and open-mind in training and offering full-time employment to youths who were previously involved / incarcerated by the Juvenile Justice System.	\$8,425.00	
Department of Corrective Services (DCS), Detention & Remand Centers, and Youth Justice Officers	Bridge Project Participants do not return to detention and no longer requires DCS case management or detention resources.	\$1,024,751.00	\$982,631.25
	(Negative): Increased workload for DCS staff members as a result of increased case management, due to additional liaison and support required by the Bridge Project and its participants	(\$42,120.00)	
Western Australian Police Service (WAPOL)	An overall reduction in police time allocated to dealing with youth offences, thereby enabling a reallocation of resources to other areas of need within the community.	\$7,992.00	\$7,992.00
Australian Tax Office	Increased tax revenue from Bridge Program Participants who gain employment	\$26,211.60	\$26,211.60
	Total Present Value	\$1,418,938.50	
	Total Invested	\$608,240.00	
	<b>Social Return \$per \$ invested</b>	<b>\$2.33</b>	

\*Social Value created prior to discount rate being applied

An investment of \$608,240 for three years commencing in May 2010 creates \$1,418,938.50 of present value, resulting in an indicative SROI Ratio of \$2.33:\$1. That is, for the equivalent of every \$1 invested in the Bridge Project Western Australia \$2.33 is returned in social value. Approximately 89% of the value is created in the first two years.

It is possible that if the Bridge Project Western Australia were able to improve on its target of 25 participants participating in the Bridge Project for the remainder of its funding period, and achieve somewhere in the region of 40 participants having a successful outcome (i.e. Gaining employment with their work placement employer or obtaining employment independently), then the SROI ratio obtained would increase to \$2.55:1.

## Considerations

This report is not an analysis of the operations of the Bridge Project Western Australia, or an assessment of the Bridge Project's business model. This report focuses on understanding the current impact the Bridge Project will have on its stakeholders.

This forecast SROI analysis should be considered as a benchmark for the measurement of impact and value creation to be achieved by the Bridge Project in Western Australia. It also provides insight into the type of data that should be captured in order to communicate value creation to all stakeholders.

This forecast SROI analysis is based on stakeholder consultation, evidence gathered from the first 15 months of the Bridge Project's three-year pilot project, and secondary research. The sensitivity analysis highlights that even when significant changes are made to criteria such as deadweight, displacement, attribution, drop-off and outcome duration / benefit period; the SROI Ratio remains relatively robust, continuing to exceed a ratio of 1:1 in the majority of sensitivity analysis calculations.

In addition to Social Value being created by the Bridge Project Western Australia, the following interim conclusions can also be drawn about the Bridge Project:

- The Bridge Project is demonstrating success in placing young offenders into work placements that are delivering positive outcomes for the young person.
- The Bridge Project is contributing towards a reduction in recidivism.

- The Bridge Project is on target to provide more work placements than its funder's required target of 25 work placements.
- The Bridge Project is making an important contribution to The Youth Justice Service 'Through Care Model' in Western Australia.
- The Bridge Project appears to have less capacity to be able to be able to assist those young people with lower developmental assets, chronic learning difficulties or unstable housing or family support networks.
- The developmental assets score of participants may be an indicator to future success in obtaining and maintaining employment.
- The Bridge Project's case management approach within the Youth Justice system has been effective; however there still appears to be room for streamlining the "Through Care Model" in preparing young people for job readiness and supporting them into the employment process.
- Housing stability and lack of capacity in obtaining a drivers licence is a significant barrier to gaining employment.
- Aboriginal young offenders appear to be underrepresented in the Bridge Project relative to their overrepresentation in the youth justice system.
- Aboriginal participants and participants from other cultural sectors appear to have more intensive issues and needs, which may prevent them from being work ready in the short term and able to take advantage of a Bridge Project work placement.

## **Recommendations**

The SROI analysis revealed a number of areas where the Bridge Project can improve its operations and better demonstrate the social value it creates. The following recommendations are based on findings from the Project's preliminary

outcomes to date, and the consultation that was undertaken with stakeholders including the Bridge Project staff.

**1. Overall need for a review of the Youth Justice Service 'Through Care Model' framework to maximise positive employment outcomes for young offenders**

In order to build on the positive results generated by the Bridge Project to date, it is recommended that the YMCA and the DCS review its current "Through Care Model" in relation to achieving employment outcomes for young offenders.

Within this review framework, consideration should be given to the following:

- At what point is young person considered work ready, taking into account the young person's developmental assets score?
- How could the referral process be improved/streamlined to maximise the amount of young people who are referred onto the Bridge Project?
- How can Youth Justice Officers and Bridge Project staff work more effectively to support the young person post release to gain employment?
- Is there a way of improving the conversion rate from referrals from Banksia Hill Detention Centre into Bridge Project work placement?

**2. Recommendations specifically for the DCS to consider**

The following are some key recommendations for the DCS to consider:

- Is there a way to increase the intensity of activities undertaken while in detention, to prepare young people for employment when they are released?
- Is there a way to implement a similar model to the Mannus Correction Centre in NSW, where detainees could be taught to drive while in detention to increase their employability post release?

- Is more intensive remedial literacy and numeracy skills support required for both aboriginal and multicultural detainees prior to them being referred for employment?
- Is a more extensive transitional model required post-release for detainees that do not have stable accommodation, or necessary job-readiness skills to allow them time to develop their skills further before being introduced to employment?
- Is current vocational training provided in detention addressing the needs of employers; can more be done to increase the variety and intensity of training, perhaps leading to formal vocational qualifications?
- Can training be undertaken with detainee families to prepare them to support their child post-release, with the transitioning to employment process?

### **3. Recommendations specifically for the Bridge Project Western Australia**

#### **Increasing the amount of work placements provided**

Consideration should be given to investigating what are the limiting factors in increasing the number of participants that are able to benefit from the Bridge Project, including those high numbers that are dropping off post referral and assessment. Effort should be made to capture data on why this is occurring, and if strategies can be put in place to improve the drop off rate and result in increased employment outcomes.

#### **Increasing the quantity and variety of Bridge Project occupations and employers**

It may be beneficial to the program overall to have a larger pool of employers and an increased variety of occupations to offer potential participants, particularly if efforts is being directed to increase the amount of participants from referrals. Also the review of additional employers may include those employers and occupations that are better matched to the skills and aspiration of Aboriginal and other multicultural groups.

**Investigate the needs of hard-to-place detainees including Indigenous and other multicultural groups who are currently underrepresented in the Program**

Further investigation is required into having a more detailed understanding into the needs and issues of these groups and seeing if there is any way that the YMCA with its combined resources could work with the DCS in developing a transitional program that allows participants to be supported to a greater degree before commencing employment.

The planned development of the *Rebuild Program* may be a useful program for these groups, enabling them to build up to work readiness without the pressure of trying to maintain mainstream employment.

**Forming strategic alliance with other agencies**

In addition to improving processes and collaboration with the DCS, it may be worthwhile the YMCA investigating future potential partnerships with other organisations such as Anglicare Foyer project, particularly around the area of housing provision to help support the young person post release.

**Collect better quality Outcomes data to enable an evaluative SROI to be undertaken in the future**

Establish an outcomes-based evaluations framework, which will enable better data collection to be gathered. This evaluation framework will help The YMCA to be able to understand more comprehensively whether they have been successful and could provide insightful information for future strategic planning.

It would also be useful for the YMCA to move from paper-based case management to an automated database system, which automatically collects and analyses participant data including demographic and outcomes data. Such an automated approach would ensure the robustness and rigour of data being collected, thus facilitating tracking change and participant outcomes over time. An automated system will also enable other stakeholders such as the DCS to seamlessly provide / access case planning data; thus streamlining communication and collaboration across organisations in the "Through Care Model".

**Include in the Scope of Data Collection and Analysis those young people who were referred to and assessed by the Bridge Project, but who were not successful in achieving a subsequent Bridge Project Work Placement**

By collecting interview data from this group, an insight could be provided on how program design can be modified to address the needs of this group. Greater understanding could also be attained around the challenges and barriers faced by this group in accessing employment; as well as whether this group was be affected positively or negatively as a result of not achieving a Bridge Project Work Placement.

## 1 Purpose and Approach to the Analysis

### 1.1 Purpose of the SROI

This report presents a **Forecast** SROI analysis, projecting into the future and consolidating predictions about the social value generated by the YMCA's Bridge Project Western Australia. The analysis uses results obtained by the Bridge Project from the first year of its three-year pilot project which commenced in May 2010; and assesses the potential benefits over a five year period.

The YMCA Bridge Project in Western Australia has been established as a pilot project and will need to demonstrate to funders that the project merits continuity of funding or increased funding and resourcing post April 2013.

This report is not an analysis of the operations of the YMCA's Bridge Project or an assessment of the business model / the sustainability of the operations. This report focuses on the effect that The Bridge Project will have on stakeholders.

Specifically, the purpose of this Forecast SROI analysis is to:

#### **Measure and value the forecast social impact**

- Predict how much social value will be created if the activities of the Bridge Project meets its intended outcomes.

#### **Identify and engage key stakeholders**

- Understand each stakeholder's objectives, what they contribute (inputs), what activities they perform (outputs), and what changes for them (outcomes, intended or unintended) as a result of their involvement in the Bridge Project.

#### **Use the SROI report and analysis to engage with funders and future investors**

- To enable the YMCA to communicate the social value that the Bridge Project creates, so that it can secure future funding and investment.

### **Suggest service improvement and requirements for a future evaluative SROI analysis**

- Identify the key drivers of social value and how these can be maximized.
- Identify what data the Bridge Project should gather in order to better measure and evaluate the impact of its activities.

The intended audience for this Forecast SROI report is the YMCA's management and staff, existing and potential funders, investors and stakeholders.

## **1.2 SROI Approach**

### **1.2.1 Defining the SROI Methodology**

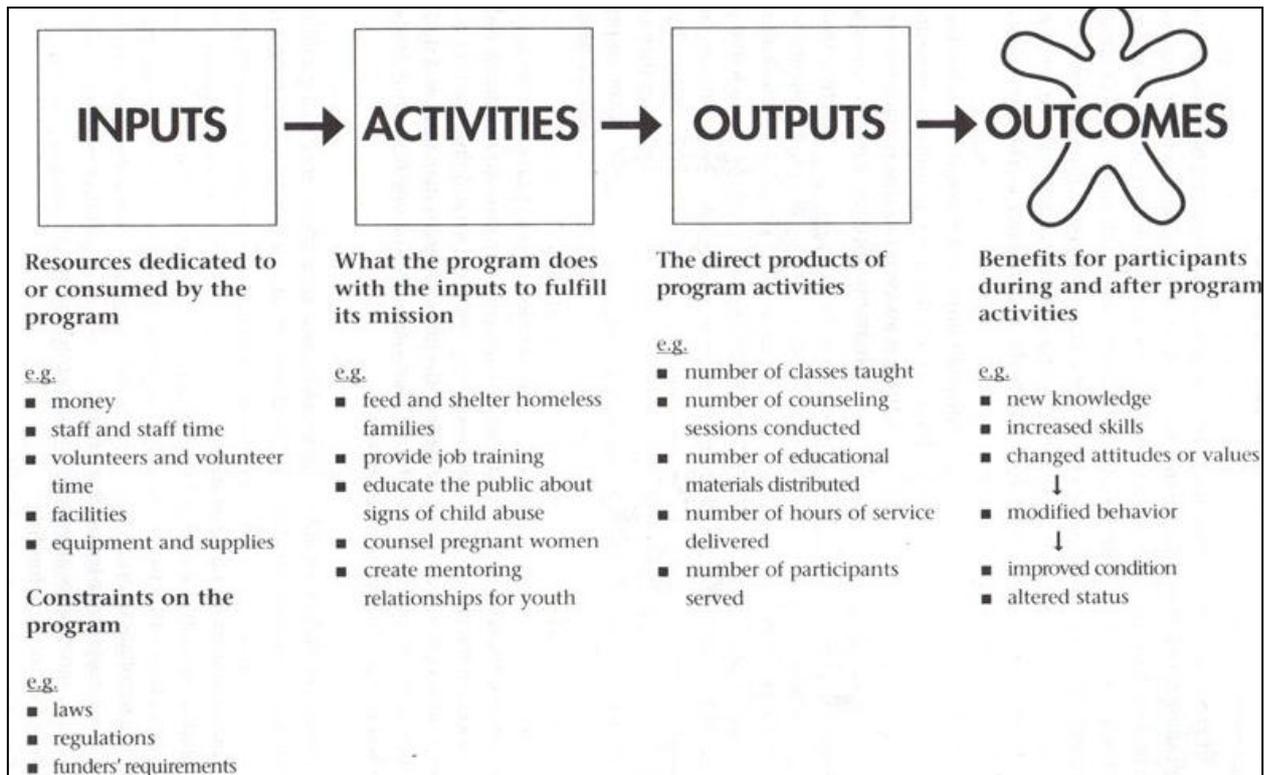
Social Return on Investment (SROI) is a framework for measuring and accounting for broader concept of social value. It seeks to reduce inequality and environmental degradation and improve well being by incorporating social, environmental and economic costs and benefits.

SROI measures change in ways that are relevant to people or organizations that experience or contribute to it. It tells the story of how change is being created by measuring social, environmental and economic outcomes; and uses monetary values to represent them. This enables a ratio of benefits to costs to be calculated. For example a ratio of 3:1 indicates that an investment of \$1 delivers \$3 of social value.

The SROI methodology was originally developed by the Roberts Enterprise Development Fund in the US, and then further developed by the SROI network in the UK through the Cabinet Office. A set of principles and a standard process guide an SROI analysis (see Appendix 1 for more detail.)

The SROI process works by developing an understanding of the program, how it meets its objectives, and how it works with its stakeholders. A crucial part of the process is the development of an Impact Map which demonstrates the impact value chain for each stakeholder group.

The impact map details how the activities being analysed use certain resources (inputs) to deliver activities (measured as outputs), which eventually result in outcomes for stakeholders. The impact map is central to the SROI analysis. The relationship between inputs, outputs and outcomes is called a “Theory of Change” or a logic model.



**Figure 1.** The Program Outcome / Logic Model (Source: United Way, Measuring Program Outcomes: A Practical Approach)

For an SROI Analysis, it is necessary in the impact map to establish the amount of impact that each outcome has had. This involves an estimate of how long each outcome lasts and applying filters to determine whether the outcome had resulted from the activities being analysed. Four filters are applied to each outcome to establish the impact of the activities.

**Deadweight** - What would have happened anyway

**Displacement** – were other outcomes displaced to create the outcome?

**Attribution** – who else contributed to the outcome?

**Drop-off** – how much does the outcome drop off each year?

### 1.2.2 Limitations of the SROI Methodology

It is important to note that the SROI methodology has a number of limitations, such as:

#### **Every SROI requires subjective judgments**

- How should the outcomes for each stakeholder be phrased.
- How should outcomes be valued.
- What research should be used to value assumptions.

The SROI principles seek to address this concern through ensuring that each SROI analysis is transparent and does not over claim.

#### **Inappropriate use of the SROI ratio**

- The SROI ratio can be given an overemphasis at the expense of the rest of the analysis.

The SROI ratio is only part of the story given the sensitivity of the assumptions used in the analysis. The insights derived from the SROI analysis are what matters.

#### **SROI analysis is not suitable for all audiences**

- The SROI analysis can be used as an internal management tool, to communicate to external funders and investors and for public policy debate.

Different insight to the analysis should be used for different purposes.

### 1.2.3 Types of SROI Analyses

There are two types of SROI analyses:

**Forecast SROI** – Designed to understand and predict the desired impact of a program activity for significant stakeholders.

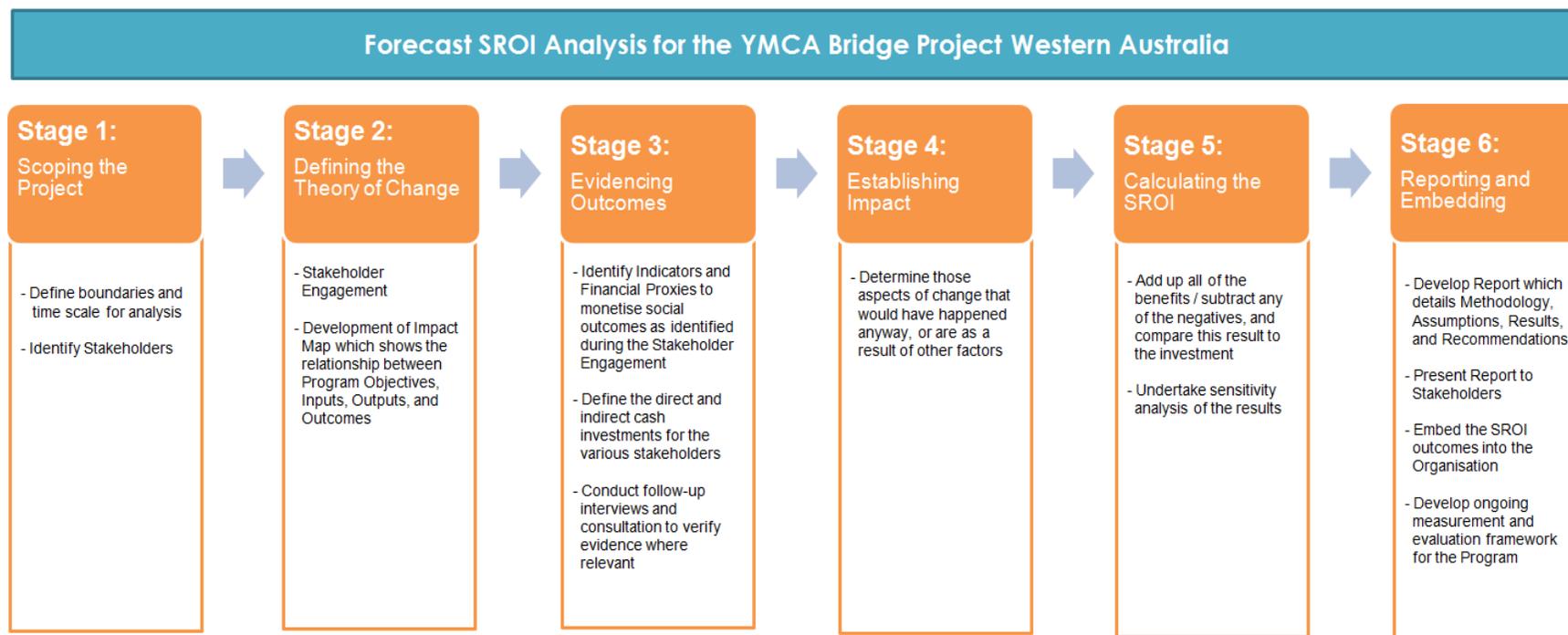


**Evaluative SROI** – Validates a Forecast SROI to understand if the impact sought was achieved.

The SROI methodology is most suited to organizations which have a clearly defined period of investment and a corresponding time period of benefit.

### 1.3 Project Approach

The Forecast SROI analysis for the Bridge Project Western Australia was undertaken in six stages:



**Figure 2.** Stages of the Forecast SROI Analysis for the Bridge Project Western Australia

## 2 Overview of the YMCA Bridge Project Western Australia

### 2.1 The YMCA

The YMCA is a not-for-profit community based charity that delivers Programs and Services to build strong people, strong families, and strong communities.

The YMCA's overarching mission is to help people realize their potential and achieve optimal well-being. The organisation works from a base of Christian values to provide opportunities for all people to grow in body, mind and spirit. Core values include:

- The whole person, consisting of a body, a mind and a spirit each of which is of equal importance.
- The dignity and intrinsic worth of all people regardless of age, gender, ethnicity, belief or other difference.
- Diversity of people, communities and nations.
- Equality of opportunity and justice for all people.
- Healthy communities based on relationships between people which are characterised by love, understanding and mutual respect.
- Acceptance of personal responsibility.

These core values translate into four key operational values: **Honesty – Respect – Caring – Responsibility**

### 2.2 The Bridge Project

The Bridge Project aims to create meaningful employment opportunities and offer education, training, and workplace mentoring for young offenders.

Participants are provided with support to strengthen their vocational and work readiness to improve their long-term work prospects, and to re-engage both socially and economically within their communities. Participants also have access to the YMCA's extensive range of counseling and youth services to further assist with their rehabilitation.

### 2.2.1 The Victorian Model

The Bridge Project was initially piloted by the YMCA in Victoria Australia. The Project was established after a New South Wales parliament briefing paper.<sup>1</sup>

The Victorian YMCA Bridge Project was aligned to the Growing Victoria Together initiative, with particular emphasis on caring communities and thriving economy elements.

Key objectives of the Victorian Bridge Project pilot were:

- Reducing the growth rate of the Victorian prison population, in particular juvenile detention;
- Reducing crime rates in particular crimes committed by 16 to 21 year old male offenders;
- Reducing recidivism rates<sup>2</sup>
- Achieving successful collaboration across Government, business and non government organizations

During the 11-month Victorian pilot, 20 of the 27 participants completed 16 weeks of full time employment, and 75% remained in employment after the 16-week work placement had ended. Notably, 57% of offenders considered their current criminal record to be the main barrier to gaining employment due to employer perceptions of safety, reliability and productivity<sup>3</sup>.

The Victorian pilot was considered to be a success by participants, employment partners and the YMCA; and has since become an ongoing YMCA project. Since its inception in 2007, the Bridge Project Victoria claims it has reduced the rate of youth recidivism for participants by 97%. It is currently being supported by 60 businesses, and has given 500 young people jobs and training<sup>4</sup>.

More recently, the Victorian Bridge Project has gone on to develop the Bridge project employers forum providing training and support to employers that employ

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<sup>1</sup> The Parliamentary briefing paper referred to is 15/2006, Reducing the risk of Recidivism, NSW Parliament.

<sup>2</sup> A measurement of the rate at which offenders commit other crimes, either by arrest or convictions, after being released from incarceration.

<sup>3</sup> The Bridge Project Cost Benefit Analysis, February 2008, KPMG Australia.

<sup>4</sup> [http://www.earlylearning.ymca.org.au/pointcookold/news/Pages/default.aspx?item\\_id=532](http://www.earlylearning.ymca.org.au/pointcookold/news/Pages/default.aspx?item_id=532)

Bridge project Participants. They have also established the Rebuild Social Enterprise Program which employs Bridge Project participants within the social enterprise, providing gardening and general maintenance services.

### **2.2.2 The Western Australian Pilot**

Following the success of the Victorian Bridge Project pilot, the YMCA submitted an application to the Australian Government Proceeds of Crime funding in anticipation of replicating the Victorian pilot in Western Australian.

The Bridge Project Western Australia assists young male offenders located in the Perth metropolitan area, aged between 15 - 18 years. The Project takes on a "Whole-of-Community" approach involving collaboration between youth detention centers, the police, local employers, and a range of other support services provided by the YMCA and its partnering organisations.

Funding for the Bridge Project Western Australia is provided by the Australian Federal Government's *Proceeds of Crime Grants*, which allows confiscated funds to be given back to the Australian community. A requirement of the Project funding is that YMCA successfully places 25 young offenders into eight-week subsidised work placement with a participating Bridge Project employer located within the Perth metropolitan area. The 25 work placements are to be undertaken over a three year period, commencing in May 2010.

It is the intention of the YMCA Western Australia to introduce the Employers Forum training for Bridge project employers currently being implemented in Victoria, and also to look to develop and implement the *Rebuild Social Enterprise Program* which will enable the direct employment of Bridge Project participants.

There are some key differences between the Victorian and Western Australian model, namely:

- The Western Australian pilot is for young offenders in the juvenile justice system between the ages of 15 to 18 years as opposed to 16 to 21 years in Victorian pilot.

- The Victorian pilot was made up of a mixed ethnicity group of participants, but does not have the same number of indigenous young offenders as the Western Australian juvenile justice system.
- The Victorian pilot was part of the broader Victorian Government *Growing Victoria Together Project* to address skills shortages. The Western Australian Bridge project is not part of a broader government initiative.
- The Victorian Bridge Project's subsidised work placements ran for 16 weeks as opposed to eight weeks in Western Australia.

### 2.3 Juvenile Justice in Western Australia

The Youth Justice Service in Western Australia is overseen by the State Government Department of Corrective Services (DCS). The DCS ensures that the intent of the Young Offenders Act 1994 is followed. Priority strategies around youth offending are aimed at diversion, family involvement and rehabilitation, abiding by the Act's principle to use detention as a last resort.

The cost of providing Juvenile Criminal Justice Services in Western Australia in 2009/2010 was \$83m, which is 13% of the DCS total cost of \$646m to provide the full range of DCS activities<sup>5</sup>.

The DCS operates two facilities for young offenders in the Perth metropolitan area. These are Range View Remand Centre and Banksia Hill Detention Centre. Rangeview is a pre-sentencing facility and Banksia Hill is post-sentencing detention centre.

Key Statistics for the Western Australian Youth Justice Service:

- The current (2009/2010) rate of return to detention for young offenders in Western Australia is 59.9%. This figure was 50% in 2007/2008 and 51.32 in 2008/2009.
- 1,965 young people (excluding Juvenile Justice Team referrals) were managed in the community in 2009/2010.
- 1124 Aboriginal young people (excluding juvenile Justice Team referrals) were subject to community orders (Including 571 Aboriginal young people.)

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<sup>5</sup> Department of Corrective Services Annual Report 2009/2010.

- As at the 30<sup>th</sup> June 2010, 939 distinct individuals with Juvenile Justice Team cases open of which 460 were aboriginal young people.
- 3,649 reports were written for the various courts.
- The average daily population of young people in custody was 168, compared with 151 in 2008/2009.
- The State's two juvenile detention reception facilities had a total of 2,206 receptions of young people on remand. The average length of stay on remand for young people discharged was 20.06 days.
- Of 2,289 receptions, 280 were where the young person was either received as sentenced or became sentenced during the period. The average length of time in custody for sentenced young people discharged during the year was 18.19 weeks, including time spent on remand.

### **2.3.1 Key Strategies and Approach of the Bridge Project Western Australia**

Staff members of the Bridge Project Western Australia operate on a referral process from Detention Centre Case Planning Officers and Youth Justice Officers. Generally, young people who are still in detention are referred to the Bridge Project ten weeks prior to their early release date. The Bridge Project team undertakes an initial assessment of the young person to assess their work readiness, and to determine if they are willing to participate in the *Y Way to Work* seven-week Work Readiness Program.

The young person is provided with a certificate of achievement for the *Y Way to Work* readiness training which they have successfully completed. After the training, they are once again assessed to determine their work readiness. The young person is introduced to further support from other agencies and mentors, if required. Potential employers will collaborate with the young person if a suitable work placement opportunity is identified. At this stage, Bridge Project staff will also meet with the young person's family, set up employee interviews, and continue to liaise with Youth Justice Officers.

The Bridge Project work placement may form part of the young person's release plan. If a young person commences a Bridge Project eight-week work placement upon their release from detention or as a result of a referral from a Juvenile Youth Officer, the Bridge Project staff will provide regular reviews and support both the

young person and the employer throughout the duration of the work placement. This support is further outlined in Table 1. If the young person remains in the work placement after the eight weeks, the Bridge Project staff will continue to support the young person for another 16 weeks after the end of the work placement.

If the young person does not remain with the employer after completing the eight-week work placement, the Bridge Project staff will refer the young person to other job network organisations for employment support.

The following Table summarises key support strategies employed by the Bridge Project Western Australia to promote successful work placements:

**Table 1.** The Bridge Project Western Australia Key Strategies to promote Successful Work Placements

Strategy	Description
<b>Y Way to Work Work Readiness Program</b>	Assists the young person to become more confident about starting work, undertaking job choices, working as part of a team, and essential communication skills. The Program also offers mock interview practice and journey planning.
<b>Full referral from Case Planning</b>	Working with relevant agencies to fully understand the barriers of the young person upon release from detention.
<b>Intensive support of the young person entering employment</b>	<p>Maintaining constant contact with the young person and employer;</p> <p>Providing ongoing assistance to the young person in developing meaningful employment pathways;</p> <p>Developing strong relationships with the young person's family and support networks.</p>
<b>Financial goal setting</b>	Working with the young person to develop saving goals and to share this with other family members.
<b>Peer support network</b>	Introducing the young person to sporting and recreational activities, to help them form new friendship groups and reduce personal stress.
<b>Employer mentoring support and education</b>	Educating employers on how to communicate and mentor young people undertaking a work placement.
<b>Provision of employment-related information</b>	Assistance to organizing Tax File Numbers, setting up of bank accounts, personal identification documents and superannuation.

The Bridge Project Western Australia has also recently adopted the *Developmental Asset Framework* to assist in identifying and screening potential Bridge Project participants. This framework is relatively new to the Project and as such, does not yet have a comprehensive evidence base.

Developmental assets have been defined as the elements that contribute to the healthy development of a person. Forty internal and external assets have been identified as critical to the young person's growth<sup>6</sup>. While internal assets identify those characteristics and behaviors' that reflect positive internal growth and development (e.g., commitment to learning, social competencies, positive sense of identity); external assets relate to the positive experiences people receive from their environments (e.g., support, empowerment).

The YMCA has commenced assessing Bridge Project participants on the Developmental Assets Scale, and has found that many young offenders only possess between 15 - 25 of the 40 developmental assets critical to their growth and personal development. The YMCA has also observed that the overall Developmental Assets score can impact on the young person's success to employment. Although participants developmental asset score can be an indicator of likely success, it should be noted that the YMCA Bridge Project have indicated that they have been successful in assisting young people with low developmental asset scores.

## **2.4 Preliminary Outcomes of the Bridge Project Western Australia**

In order to provide some context around the present SROI analysis, Bridge Project participant profiles were obtained. It was anticipated that such data would reveal likely "success factors" in relation to securing a successful employment outcome, and could provide an insight into future program design and strategies.

As of the end of June 2011, the Bridge Project Western Australia provided some preliminary information and outcomes informed by its young person case management notes. This information was substantiated by personal interviews and discussions undertaken with Bridge Project staff.

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<sup>6</sup> YMCA paper and survey on Developmental Assets

#### 2.4.1 Profile of youths referred to the Bridge Project

As at June 2011, a total of 106 young people were referred to the Bridge Project Western Australia. Of these, 88 young people were assessed for work readiness and willingness to participate in the *Y Way to Work* seven-week work readiness program. Majority of the youths who were referred to the Bridge Project were aged between 17 to 18 years old. Of the total who was referred to the Bridge Project from Detention and community Youth Justice Offices, 24% were from an Anglo background, 37% from an Aboriginal background, and 6% from a New Zealand background.

The Bridge Project philosophy does not require the specifics of a young person's offence to be collected. However, case notes indicate that the range of offences include drug use, theft, armed robbery, assault, driving offences, car theft, and manslaughter. The average length of time in incarceration was six months, as many of the young participants were typically sentenced to a year but end up serving six months in custody.

Based on self-reports, 37% of the youths have not completed Year 10. A significant 42% did not have any history of employment, while 28% reported up to a couple of months of employment history. Only 20% reported having at least six months experience in open employment.

The young person's mental health history has not been fully available to the Bridge Project due to confidentiality and sensitivity reasons. However, case notes obtained through self-reports suggest an estimated 25% of referred youths have had a history of drug use / abuse and mental health conditions.

A significant 45% of referred youths were deemed as having unstable accommodation. This data was collated from case notes, self-reports, as well as the services / agencies (e.g., the Department of Child Protection) which the young person accessed prior to and during detention.

The Bridge Project has also identified that a major barrier to employment for the referred youths was that most did not have their learner's permit / driver's license. The Perth metropolitan area in Western Australia has limited access to industrial areas via public transport. Many of the work placements/employment

opportunities are in the trades/apprentice area. These roles characteristically require a drivers license and /or own transport.

#### **2.4.2 Profile of Bridge Project Participants who have been placed into Employment Placements**

Of the sample of 88 who were assessed for work readiness by the Bridge Project, 70 have had post-assessment contact but did not progress to commencing a Bridge Project work placement<sup>7</sup>. Of the remaining 18 youths who have started work placements through the Bridge Project, 50% have reached the eight-week employment milestone. In addition, half of the 18 placements are with the same employer either in the same or a different role.

When YMCA were asked about the reasons that participants referred and assessed did not go on to get a Work Placement, the reasons given included; lack of interest shown towards involvement in the Bridge Project, other plans for employment post release or not considered employment ready.

Of those 18 placements that were not completed, key reasons noted for these incomplete placements included:

- The participant quit because he did not like the hours / type of job;
- The participant experienced mental health issues over the Christmas break;
- Behavioral issues / conflicts in the workplace;
- Found other employment; and
- Absence of an active Case Manager during the period of mid October 2010 - January 2011.

The average age of the 18 Bridge Project participants who have started work placement is 17.5 years. A significant 44% of the 18 Bridge Project participants reported some workplace / employment history, with half of the sample also reporting to have completed Year 10.

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<sup>7</sup> Those young persons who were assessed for work readiness, but who were unsuccessful in proceeding to a Bridge Project Work Placement, did not form part of the current Project scope. A key recommendation has been included in this Report, for this group of young people to be included in future analyses to assess how they might have been impacted positively / negatively as a result of not having achieved a Bridge Project Work Placement.

Upon commencement of their work placements, only a mere 28% of the Bridge Project participants had their learners permit. The Bridge Project staff have identified a number of barriers which the young participant faces when trying to obtain their drivers license. One of these was that young participants often had outstanding transport fines incurred by instances such as not paying for the fare on public transport and these young participants are unable to obtain their learners permit until such fines are paid. In addition, the cost of learning to drive has also been cited as prohibitive to young participants obtaining their drivers license. Costs include applying for a learner's permit and a driving test. Depending on the amount of driving instruction required, these costs could be in the region of \$800 - \$1,000.<sup>8</sup>

Young participants are also challenged by the current system's requirement of logging up to 25 hours supervised driving time within a six-month period in order to obtain a probationary drivers license. Most of these young participants are unable to access a roadworthy vehicle and/or a licensed driver to supervise them; although some Bridge Project employers have offered assistance in completing the required logbook driving hours.

The Bridge Project has to date recognised the barriers faced by their young participants in obtaining a drivers license, and has been trying to target employers who are located in close proximity to good transport links. Notably, the Driver Education Program facilitated by the New South Wales Mannus Correctional Centre provides a good model in assisting young offenders obtain their drivers license<sup>9</sup> while detained.

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<sup>8</sup> Department of Transport website Western Australia.

<sup>9</sup> <http://www.correctiveservices.nsw.gov.au/offender-management/correctional-centres/mannus>

### **Driver Education Program - NSW Mannus Correctional Centre**

*Supported by the NSW Roads and Traffic Authority, the Driver Education Program is a pre-release program which helps inmates get a Learners License, Car Drivers License, and even a Truck License.*

*Mannus staff members deliver all aspects of the Program.*

*Inmates practice and complete the driving rules and knowledge component at the centre's Education Centre using a Driver Knowledge Testing Computer. Inmates are also encouraged to learn with a friend at whatever pace suits them. There are no formal classes and everyone is treated individually according to their different needs. Driving is practiced on the Centre's grounds in a Department car or truck, in order to prepare inmates for their practical driving tests.*

*Support is also provided to Aboriginal inmates, who have a greater tendency of citing financial difficulties in paying the various fees involved in the licensing process. The Binaal Billa Regional Council have provided a grant for the Aboriginal inmates at Mannus specifically for the purpose of covering license and birth certificate fees. This has increased Aboriginal inmates' successful participation in the Program.*

As for housing and family stability, an overwhelming 56% of the 18 Bridge Project participants were not living in stable housing. The Bridge Project staff have identified that young people with stable accommodation and a supportive family environment are more likely to complete a successful work placement. For instance, a supportive family can provide assistance with transport, thereby addressing a young person's disadvantage around not having a driver's license.

When asked if the YMCA or other agency was able to assist young participants with securing accommodation post-release from detention, the Bridge Project staff indicated that the YMCA was only able to support in some cases with temporary accommodation. However, the YMCA understands that the Anglicare Foyer<sup>10</sup> model may be appropriate to help support young participants in securing longer-term accommodation.

Indeed, stable and secure accommodation has been regarded by many resettlement experts as the most crucial factor in preventing re-offending by released offenders. There are a number of successful Australian-based and international initiatives for supporting young offenders post-release by helping them find long-term stable housing. Most of these programs are located in Victoria and

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<sup>10</sup> The Foyer model includes help for young people in finding employment, training, or education, as well as basic and independent living skills. Ongoing support and assistance in finding permanent accommodation is also provided.

New South Wales, and are facilitated by organisations such as the Salvation Army, Mission Australia, and Concern Australian.

**Homelessness National Partnership Agreement / Housing Support Workers - WA Metropolitan Corrective Services Juvenile Services<sup>11</sup>**

*This Program assists young people leaving correctional facilities to secure and maintain stable accommodation and avoid homelessness. Young people and their families are provided with support, and the opportunity to make effective transitions back into the community, and gain skills necessary to make positive life choices*

*The Program ensures young people exiting the justice system are effectively linked with mainstream services to address a range of issues including employment, health, financial management and social integration.*

**West Coast Youth Services - Port Lincoln, South Australia<sup>12</sup>**

*This Program is funded by SAAP (Supported Accommodation Assistance Program, which is a joint State / Commonwealth Initiative that provides funding for services to help people who are homeless).*

*The Program provides a range of accommodation and support services to people aged under 25 years. It has 14 properties, half of which are transitional and half permanent, with a mix of between public, housing, and private ownership.*

*Properties are offered on three month leases with case management, including regular inspections. Leases are continued if all is going well with the property.*

*The Program recognises the diverse needs of under 25s, and has built excellent links with local services and organisations. For instance, the Program's Board has members from Centrelink, the SA Police, Housing SA, the SA Department of Education and Children's Services, and Families SA. This strong network has proven to be valuable in assisting clients to find accommodation when providing case management services.*

<sup>11</sup>

<http://www.dcp.wa.gov.au/CrisisAndEmergency/Documents/National%20Partnership%20Agreement%20on%20Homelessness/Metropolitan%20services/Metro%20-%20HousingSupportWorkers%20-%20Corrective%20Services%20juvenile.pdf>

<sup>12</sup> <http://www.wcys.com.au/>

**Transitional Housing Management / Corrections Housing Pathways Initiative - Victoria<sup>13</sup>**

*This initiative links transitional housing with support services, catering to those who have been sentenced and who would be at risk of homelessness upon release.*

*The initiative works to maintain accommodation for those with existing accommodation and who are entering prison for a short-term sentence. The initiative also targets those leaving prison from longer-term sentences who are at risk of homelessness.*

*The Office of Housing in Victoria will supply transitional housing properties for the Initiative over a two year period, as well as funding for 'Housing Placement Workers' who will work with prisons to assess prisoners' housing circumstances and risks of homelessness, as well as identifying the support needs of each prisoner and assisting them in securing appropriate accommodation prior to release. For some prisoners, a pre-release housing plan is developed.*

*Housing Placement Workers also work with prisoners to identify the various support needs they require, then linking them with the appropriate service agencies with the goal of successful reintegration into the community upon the prisoner's release.*

Cultural representation of the participants reflected 44% who were Anglo; 33% Aboriginal; and 17% New Zealand. The Bridge Project staff noted that approximately 80 - 85% of young offenders in Western Australia tended to be of Aboriginal origin, and that there was an under-representation of Aboriginal participants in the Bridge Project. According to the Bridge Project staff, this under-representation may be due to some of the following factors:

- Long-term intergenerational unemployment in the family, thereby resulting in the young person not receiving the support they require around employment opportunities;
- Less referrals received from the Department of Corrective Services Case Planning Officers and Youth Justice Officers; and
- A lack of Bridge Project resources to accommodate the intensive long-term training needs which is typically required of Aboriginal youths.

Over-representation of Aboriginal youths in the Youth Justice System, and under-representation of Aboriginal youths in the Bridge Project, suggests a need for the Bridge Project and its stakeholders (e.g. the Department of Corrective Services) to take into account Aboriginal disadvantage when considering future program design and support requirements.

<sup>13</sup>

[http://www.justice.vic.gov.au/wps/wcm/connect/justlib/DOJ+Internet/resources/7/7/776d0a00404a9b588b3cfb5f2791d4a/Corrections\\_Housing\\_Pathways\\_Initiative\\_MainDocument04.pdf](http://www.justice.vic.gov.au/wps/wcm/connect/justlib/DOJ+Internet/resources/7/7/776d0a00404a9b588b3cfb5f2791d4a/Corrections_Housing_Pathways_Initiative_MainDocument04.pdf)

Indeed, the social and economic issues surrounding Aboriginal Australians are well-documented. In 2011, a survey undertaken by GenerationOne Auspoll measured community attitudes towards Indigenous Education, Training, and Employment<sup>14</sup>. The survey revealed that Aboriginal respondents felt they were severely disadvantaged around education, employment, and training / mentoring opportunities. The majority of Aboriginal respondents reported that they did not have the right job specific training that allowed them to obtain employment, and most also cited a lack of basic literacy and numeracy skills necessary to seek employment.

A review of Aboriginal disadvantage around Education, Employment and Training is beyond the scope of this report. For further discussion in this area, it is recommended that Bridge Project stakeholders refer to the Report published by Helen Hughes and Mark Hughes "*Indigenous Employment, Unemployment and Labour Force Participation: Facts for Evidence Based Policies*" (2010).

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<sup>14</sup> <http://generationone.org.au/inform-yourself>

### 3 Scope and Key Assumptions

#### 3.1 Scope and Period of Analysis

This Forecast SROI analysis has been scoped over 3 years commencing May 2010 and ending April 2013, which covers the period of initial pilot project funding. Some of the outcomes arising out of the activities have been forecast to last for up to five years.

The scope of this Forecast SROI analysis includes activities delivered to those young people who have been successfully recruited and have obtained a Bridge Project work placement. The actual referral and recruitment process have not been included into the current scope, as the Project is still refining and developing its referral / recruitment process during the pilot. It is therefore recommended that the current scope be expanded post-pilot, as part of future Evaluative SROI analyses of the Bridge Project, so that the referral and recruitment process is also included.

#### 3.2 Stakeholders

The following Table shows those Stakeholders who were included in this analysis.

**Table 2.** Determining which Stakeholders to Include

Stakeholder	Included?	Reason
Bridge Project participants	Yes	Main beneficiaries of the service
Families (Parents) of participants	Yes	Significant impact anticipated
YMCA Bridge Project Staff	No	No significant impact expected apart from job satisfaction
Employers of Bridge Project Participants	Yes	Significant impact expected
Banksia Hill Detention Centre	Yes	Significant impact expected
Department of Corrective Services	Yes	Key government agency involved in Juvenile Detention – Impact expected
Youth Justice Officers	Yes	Involved in ongoing offenders case management – Impact expected
WA Police	Yes	Significant impact expected
Australian Tax Office	No	No material change expected, only increased tax revenue

Stakeholder	Included?	Reason
Federal Government Proceeds of Crime - Funder	No	Only as funder – no material change anticipated <sup>15</sup>
Halo	No	Relationship not established enough with The Bridge Project to predict material change
Extra Edge	No	Relationship not established enough with The Bridge Project to predict material change
Other state and federal government agencies –Centre Link, Health Department	No	Not material – No significant direct social value creation expected
Other employment work providers e.g. Centre link, Job Networks	No	Not material - No significant direct social value expected

The Table below provides further information on the size of each included Stakeholder group, including the method of involvement which predominantly included face-to-face meetings, phone interviews, as well as focus groups.

**Table 3.** Stakeholder Sample Size Involvement Method

Stakeholder	Sample Size	Method of Involvement	Time Period of Involvement
Bridge Project participants	6	One on one interviews, Phone interviews	Between August 2010 and June 2011
Banksia Hill Detainees	4	Focus Group	November 2010
Parents of participants	4	One on one interviews Phone interviews	Between August 2010 and June 2011
Employers of Bridge Project Participants	4 1	Phone Interviews Face to face interview	Between August 2010 and June 2011
Banksia Hill Detention Centre	2	Face to Face interviews	October 2010
Department of Corrective Services – Assistant Commissioner	1	Face to Face Interview	November 2010?
Youth Justice Officers	4	Focus Group with staff	November 2010
WA Police	1	Face to Face interview	October 2010

<sup>15</sup> The value created for clients will be calculated under the client section. Calculating this value to funders would lead to double counting.

At the time of writing, the author had only been able to obtain interviews with six Bridge Project participants and their families. Due to the Bridge Project being at its pilot stage, the process of accessing project participants to interview had been slow and arduous; with ten months having been spent on just interviewing the six participants and their families. It should be noted, however, that although the participant sample size was small; the group raised similar and recurring perspectives around outcomes achieved in relation to the Bridge Project.

### **3.3 Outcome Benefit Period**

The effect of some outcomes is likely to last longer than others, even after the Program has ceased. In an SROI analysis, it is important to take into account the estimated duration of each outcome (i.e., the "benefit period"). This estimation of each outcome benefit period is essential to calculating the social value generated by that outcome.

The current analysis used the preliminary outcomes data from the Bridge Project Western Australia (as discussed in Section 2.4) to base assumptions for estimating the benefit period of each outcome. Given that the Bridge Project has been running in Western Australia for 15 months out of a total three-year pilot duration; its preliminary outcomes data was deemed an adequate representation for basing assumptions.

### **3.4 Financial Proxy Data**

In SROI analyses, financial proxies are key to valuing outcomes and estimating social value. As part of the current analysis, a desktop research was undertaken to establish appropriate financial proxies that could be used to estimate social value for each of the intended Outcomes. A list of the financial proxies used may be found in Section 4.2.2 and the Impact Map "YMCA Bridge Project SROI Impact Map – April 2012", which is an Excel spreadsheet.

### **3.5 Criteria used to Establish Impact**

When undertaking this SROI Analysis, it is important to be able to reliably estimate the social value that would be generated by the Bridge Project. As a result, a set of key criteria was used to guide our estimations on how much of the predicted

outcomes could be attributed in isolation to the Bridge Project Western Australia. This key criteria is discussed further below.

Further details around calculations and criteria assignments may be found in the Impact Map.

### 3.5.1 Deadweight

Deadweight is a measure of the amount of Outcome that would have happened anyway, even if the Bridge Project did not take place. The following table outlines the criteria used for assigning Deadweight.

**Table 4.** Deadweight Criteria

Category	Assigned Deadweight (%)
1. The Outcome would not have occurred without the Activity	0
2. The Outcome would have occurred, but only to a limited extent	25
3. The Outcome would have occurred in part anyway	50
4. The Outcome would have occurred mostly anyway	75
5. The Outcome occurred anyway	100

### 3.5.2 Displacement

Displacement assesses how much of the predicted Outcome has displaced other Outcomes.

The following table outlines the criteria used for assigning Displacement.

**Table 5.** Displacement Criteria

Category	Assigned Displacement (%)
1. The Outcome did not displace another Outcome	0
2. The Outcome displaced another Outcome to a limited extent	25
3. The Outcome displaced another Outcome	50
4. The Outcome displaced another Outcome to a significant extent	75
5. The Outcome completely displaced another Outcome	100

### 3.5.3 Attribution

Attribution assesses how much of the predicted Outcome could be attributed to the activities of organisations and people other than the Bridge Project. The following table outlines the criteria used for assigning Attribution.

**Table 6.** Attribution Criteria

Category	Assigned Attribution (%)
1. The Outcome is completely a result of the activity and no other programs or organisations contributed to the Outcome	0
2. Other organisations and people had some minor role to play in generating the Outcome	25
3. Other organisations and people had a role to play in generating the Outcome	50
4. Other organisations and people had a significant role to play in generating the Outcome	75
5. The Outcome is completely a result of other people or organisations	100

### 3.5.4 Drop-Off

Drop-off assesses how much the predicted Outcome is likely to change in future years. The following table outlines the criteria used for assigning Drop-off.

**Table 7.** Drop-off Criteria

Category	Assigned Drop-off (%)
1. The Outcome lasts for the whole period of time assigned to it	0
2. The Outcome drops off by 25% per year from Year 3 onwards	25
3. The Outcome drops off by 50% per year from Year 3 onwards	50
4. The Outcome drops off by 75% per year from Year 3 onwards	75
5. The Outcome drops off completely by end of the time period	100

## **4 Mapping and Valuing Outcomes**

### **4.1 Mapping the Outcomes – Chain of Events and Outcome Description**

This section describes the forecasted Chain of Events and resulting Outcomes for each stakeholder group, as a result of the Bridge Project activities. The detailed Consultation Guide and Discussion Points used for all stakeholders consulted may be found in Appendix 2.

#### **4.1.1 Bridge Project Participants**

Consultation with the Bridge Project Participants was undertaken either after or during the participants' work placement either by phone or face-to-face interviews. Where possible, the participants' parents / family members were interviewed at the same time or in a subsequent phone interview.

In addition to interviewing those Bridge Project Participants who had completed / were undergoing a work placement, a facilitated Focus Group was also undertaken with four juvenile offenders in Banksia Hill Detention Centre, one of whom was about to commence a Bridge Project Placement upon his release.

During the consultation with Bridge Project participants, discussions centered on how the Bridge Project had made a difference to their lives. In addition to questions in the Consultation Guide, Bridge project participants were also shown a number of pictures depicting low to high value items including a mobile phone, a pair of Nike running shoes, a utility vehicle, a tropical holiday, and a house (Appendix 2). The participants were asked to choose which item most represented the importance of a job to them. With the exception of one participant who said that they ranked a job the same value as a tropical holiday, all other Bridge project participants valued a job as important as a house. The rationale for this was that without employment, they would never have any chance of securing a house.

All the Bridge Project Participants who were consulted indicated multiple changes as a result of having been involved with the Bridge Project. These changes have been summarized in the following Chain of Events.

### ***Chain of Events for Bridge Project Participants:***

- Bridge Project Participants complete their work placements, resulting in securing employment and leading to increased self-esteem and self-worth; and
- Bridge Project Participants experience improved social networks and family support, resulting in a reduction in drug and alcohol use<sup>16</sup>, hence reducing the likelihood for reoffending.

### ***Commentary around Chain of Events for Bridge Project Participants***

#### **1. Offered Full-Time Employment at the end of Work Placements**

As a result of the Bridge Project, a number of Bridge Project participants have been able to obtain a full time job or apprenticeship as a result of their 8 week work placement.

This made a significant difference to both the young person's confidence and future prospects. Many participants were offered future college training and the opportunity to become qualified chefs, plumbers or youth workers. In one case, one of the young persons who had undertaken a work placement as a youth worker was now mentoring other offenders in detention at Banksia Hill Detention Centre, about the importance of employment and the positive side of keeping your life on track.

#### **2. Increase in Self-Esteem and Self-Worth**

Many participants felt that their work placements had made them feel more confident in themselves and their abilities, particularly also with the achievement of financial independence and the opportunity for bringing home a monthly paycheck. As a result of the work placement, they were now looking forward to a positive future and starting to plan towards achieving goals such as obtaining qualifications, learning to drive, buying a car, and having a holiday.

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<sup>16</sup> It should be noted that not all Bridge Project participants indicated that they had drug or alcohol problems, but where this had been an issue, there was generally an improvement when employment was secured and other areas in their life had improved such as self-esteem and relationships.

### **3. Family Relationships Improved**

A majority of program participants commented that undertaking their work placements had improved family relationships, including those with their parents and siblings. They indicated that they had become more caring and thoughtful towards their family members, and enjoyed participating more in family events and purchasing gifts for family members.

These young participants noted that they had greater appreciation for their parents, and were inclined to help with household tasks and make a financial contribution to running of the household. Some also cited initiation of greater efforts in getting along with their siblings, thus reducing overall conflict within the household.

### **4. Improvement in Social Networks**

Some participants commented that they made a new social network since commencing their work placement. This included their work colleagues and making new friendship groups in their own age that were not a bad influence on them.

### **5. Reduction in the Level and Severity of Alcohol and Drug Use**

Some participants commented that prior to commencing their work placement; their consumption of alcohol was excessive. This had resulted in them becoming irrationally angry and aggressive, as well as creating negative impacts on their family relationships. These participants indicated that since commencing their work placements, they refrained from drinking during the week due to responsibilities around showing up to work on time and performing well on the job.

Some of the also participants cited that they had used a variety of drugs, in particular marijuana. Drug use often meant engaging with friends who were a negative influence and that since working; they had chosen to distance themselves from these friendship groups. These participants also added that since commencing

work, they had undertaken a greater sense of responsibility for arriving at the workplace without suffering from the negative effects of drug use.

## 6. Less Likely to Reoffend

Participants indicated that their work placement had given them a purpose and occupied their time. They were physically tired after the working week, and did not have the same amount of time to hang out with friends who were a negative influence and would get them into trouble. Some of the participants indicated that they were keen to use the opportunity presented by the Bridge Project, and did not want to reoffend and end up back in detention. They were also grateful for the support offered by the Bridge Project, their employers and co-workers, and not want to let them down.

### **Case Studies of Bridge Project Participants interviewed as part of the consultation process.**

*\*Please note the names have been changed to protect the identity of participants*

**Kevin** obtained a Bridge project work placement after a referral from his Education Officer. After having been in trouble and dropping out of school, he spent most days sleeping in late and hanging around with friends and getting in trouble..

Through the Bridge Project, Kevin managed to get a work placement with a local plumbing business. The owner of the business had been in trouble himself as a young person and realised the value of being given a chance to turn your life around. Kevin impressed the business owner so much that during his 8 week work placement they offered him a Plumbing apprenticeship which Kevin accepted.

Kevin loves his new job, even though he had never considered becoming a plumber. He has developed a strong work ethic and is happy to work long hours on call outs. He gets on well with his Supervisor and is looking forward to studying for his Master Plumber Qualifications at college.

The pay is not good initially, but Kevin knows that once he is qualified, he can look forward to a well paying career. He is saving to learn to drive as his employer will provide him with a company vehicle when he has passed his test and also wants to save for a holiday.

**Kevin's mum said "The transformation in Kevin is amazing. He now has a reason to get up in the morning. He organizes himself for work and now get on better with his younger sister. He helps out more around the house and there are fewer arguments at home."**

**Kevin said: "The Bridge project is awesome" I never thought I would be given such an opportunity."**

**David** an Aboriginal youth undertook a Bridge Project work placement through Halo, an organization that works with young offenders while they are in detention to teach them life skill and provide job ready training.

After completing his work placement with Halo as a Youth Worker, David was kept on by Halo and regularly visits Banksia Hill Detention Centre to talk to other detainees about the importance of getting your life together. He has become a role model for other detainees.

David no longer gets into trouble and is getting on better at home. David's mum says that he is a different person- more confident and positive about the future.

David is hoping to look for work in the mining industry as and feels that his Bridge Project work placement has given him the skills and work experience he will need to succeed.

**David's Mum said: "Before Halo and The Bridge Project he was at home 24/7, always with his same group of friends who were also offending. He was fighting and getting into trouble, David does not drink or do drugs. He has become a really good role model."**

**Micheal** has always experienced learning difficulties at school and never felt that he fitted in. He dropped out of school early and had started to get into trouble, taking recreational drugs and had become very aggressive towards his family members. Michaels parents were at a loss as to how they could help him. what to do with him, as everything they had tried had failed. His behaviour was causing a lot of tension at home, and his parents felt that they would have no other option but to ask him to leave.

Micheal learnt about The Bridge Project through ALTA-1. He said "The Bridge Project asked me what I wanted to do. I told them I wanted to work with animals and they got me a work placement looking after horses."

**Micheal's mum said: "The Bridge Project was the one thing that convinced us to let Micheal stay at home. His behavior had changed considerably, and we have had great feedback that he has a real gift with horses".**

Micheal indicated he would like to learn more about horse training and husbandry and stay working in the area. He is now getting on better with his family and his aggressive behavior at home has stopped.

**Micheal said: "I am much happier now since getting a job with horses. I have a real connection with them. I have also made new friends and am not getting into trouble."**

In addition to the personal interviews undertaken with Bridge Project participants, a Focus Group was also facilitated with four young detainees from the Banksia Hill Detention Centre (one of whom was about to commence a Bridge Project work placement upon release).

Although the young detainees were unable to comment on specific outcomes relating to the Bridge Project, they commented on the importance of employment in relation to reducing their chances of reoffending, and also the support they required to make this possible.

When asked **Would you prefer a greater focus on vocational skills development instead of academic education;** the young detainees commented that they had lost interest in education or had fallen behind academically for quite some time now. Therefore, they felt that they would stand a greater chance of success if they were exposed to a greater amount of vocational skills and training to prepare them for employment. The young detainees also indicated that the vocational training provided in Banksia Hill was too basic and did not result in a qualification that would prepare them for future employment upon release.

When asked **Is it important to secure a job straight away upon release;** the young detainees felt that they would have a greater chance of success if they went straight into employment after being released, as this would prevent them from being drawn back to their old negative influences such as stealing in order to sustain a livelihood. The young detainees also commented that they felt their family would prefer them to get a job rather than being at home all the time.

*"It's important to have a job to go to straight away. We get into trouble when we fail to report. If we had a job this wouldn't happen. I would be earning money and not need to steal."*

*"If I get a job my life will change, I will have less chance of getting into trouble, more money to spend and I would be able to do things with my family."*

*"I don't want to be on Centrelink. A job is important to have luxuries and have enough money."*

*"I don't want to come back to Banksia Hill. I want to get training and a job and make sure I don't come back."*

When asked **What would happen if they did not get employment;** the young detainees reported that they were likely to end up back in their old ways of antisocial behaviours.

*“Steal, do crimes, smoke dope, go on the piss, run amuck”*

*“I will end up back in Banksia Hill or later on in Hafia.”*

The group also reported that they needed more one-on-one guidance, and required additional support over and above the group sessions facilitated by the Bridge Project. The young detainees also identified the need for support when they are released from detention. They felt that they required necessities such as a mobile phone, money, and transport; commodities which they regarded as essential to helping them gain employment.

When asked **Are there any barriers around getting a job;** the young detainees cited that they needed the adequate skills and training, as well as stable housing.

*“Transport, money, mobile phone.”*

*“ Need to have skills around occupational health and safety, spotting hazards, first aid,”*

*“Doing an apprenticeship is a barrier, 4 years on a low wage is not very exciting.”*

*“If had had more help I wouldn't be in this situation. I need help to get housing and a job.”*

### **Forecasted Outcomes for the Bridge Project Participants**

In light of the consultation findings and Chain of Events, the changes perceived to be most material in terms of **significant change and milestones achieved** for the Bridge Project participants as a result of participating in the Bridge Project, were:

1. **Securing stable and ongoing employment**, thereby leading to a greater sense of self-worth.
2. **Reduced Likelihood of Reoffending** as a result of reduced substance abuse and improved social relationships and family support.

The two significant changes outlined above have been reflected as outcomes for the Bridge Project Participants in the Impact Map.

The change of securing stable and ongoing employment is a dominant end-point / milestone achievement for participants of the Bridge Project, and may be regarded as a key factor underpinning the changes which Bridge Project Participants have reportedly undergone as a result of the Bridge Project's activities.

Without securing employment, the Bridge Project participant will be disadvantaged on earning an income independently; personal growth around self-esteem and self-worth are likely to become stifled; and social relationships likely to be restrained by anti-social behaviours such as alcohol and drug dependency. As discussed during the consultation, the Bridge Project participants indicated that by having secured stable employment through the Bridge Project, they now felt a purpose in life and the confidence to set financial goals. In addition, they are no longer reliant on anti-social behaviours and drug / alcohol intake to define their self-worth or alleviate boredom.

Similarly, reduced likelihood of reoffending has also been regarded as a significant change / key end-point to the Chain of Events for Bridge Project participants. UK research led by Harry et al has found that case management intervention, which focused on generating employment opportunities for the offender, has a significantly positive impact on the rate of re-offending. Positive impacts are also apparent for the offender's family, communities, and broader society<sup>17</sup>. Similarly, the UK Office of the Prime Minister Social Exclusion Unit shows that being in employment significantly reduces the risk of reoffending by up to 50%<sup>18</sup>.

#### **4.1.2 Parents of Bridge Project Participants**

Parents of the Bridge Project Participants were interviewed either by phone or face-to-face interviews. Discussions centered around the impact of the Bridge Project on their child, and the broader impact that the Project had on family life.

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<sup>17</sup>[http://www.bis.gov.uk/assets/biscore/corporate/migrateddd/publications/g/green\\_paper\\_reducing\\_re-offending\\_through\\_skills\\_%20and\\_employment\\_final\\_version.pdf](http://www.bis.gov.uk/assets/biscore/corporate/migrateddd/publications/g/green_paper_reducing_re-offending_through_skills_%20and_employment_final_version.pdf)

<sup>18</sup> [http://www.clinks.org/assets/files/PDFs/reducing\\_report.pdf](http://www.clinks.org/assets/files/PDFs/reducing_report.pdf)

The parents who were consulted had indicated multiple changes as a result of their child having been involved with the Bridge Project. Many of the changes identified were the same as those identified by their children. The changes that parents identified from their own personal perspective have been summarized in the following Chain of Events.

### ***Chain of Events for Parents of Bridge Project Participants***

- Bridge Project Participants complete their work placements, resulting in securing employment with either their work placement employers or another employer, leading to
- An improvement in financial independence, leading to
- Reduced financial strain for the families and parents of the Bridge Project participants, leading to
- Overall quality of life improves for parents and families of the Bridge Project participants.

Notably, one of the parents who were interviewed cited a potential negative change as a result of their child's involvement with the Bridge Project. This parent suggested that the income their child earned from their work placement would provide them with additional disposable income to fund their drinking and drug use habits.

### ***Commentary around Chain of Events for Parents of Bridge Project Participants***

#### **1. Less Strain on Family Income**

Parents indicated that their child who was participating in the Bridge Project was not only making a direct financial contribution to the running of the household by making a contribution to their board and lodgings; but were also able to pay for their own social activities, clothes, and mobile phones.

#### **2. Overall Stress Reduced - Ability to Seek Reprieve and Improve Overall Quality of Life**

Parents commented that they felt a sense of relief that their child had gained employment. They were less concerned that they would reoffend, and the positive

change in their child had resulted in less stress to them personally as well as reduced stress within the household.

Parents also indicated that they had been able to focus more on the younger siblings now that their child had not been getting into trouble.

*"Before he started on the Bridge Project, as a parent I felt helpless and I didn't know how to help...He was stuck in a rut, sleeping in and staying up late at night. Since the Bridge project, things are less tense in the house. I'm not yelling as much."*

### **3. Increased stress resulting from their child engaging in more frequent drug and alcohol use, as a result of increased disposable income**

Only one of the parents interviewed cited a potential negative change from their child's involvement with the Bridge Project. This parent suggested that the income their child earned from their work placement provided them with additional disposable income to fund their drinking and drug use habits.

*"It's just too much money, \$1400 to do what he likes. He now has enough money to go back to using drugs and drinking."*

Some research has suggested that increased disposable income can result in greater use of illicit drugs<sup>19</sup>; although it is important to note that the likelihood of this change occurring depends critically on the social context and environment within which the Bridge Project participants find themselves post securing stable employment. For instance, some Bridge Project participants might be driven to further their careers in their chosen industries, while others might adopt greater responsibilities by committing to a long-term relationship and starting a family. In addition, several Bridge Project participants have cited during the consultation that in order to secure their full-time employments, they found it particularly exhausting having to go into work the next day after a night or weekend of partying / engaging in too much alcohol intake.

### **Forecasted Outcomes for the Parents of Bridge Project Participants**

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<sup>19</sup> <http://www.countthecosts.org/sites/default/files/Dependent-on-Development.pdf>

In light of the consultation findings and Chain of Events, a key milestone considered to be a significant change for the parents of Bridge Project participants, was:

- 1. Overall quality of life improves** for parents and families of the Bridge Project participants.

This significant change has been reflected also as an Outcome in the Impact Map, for parents of the Bridge Project participants stakeholder group.

With their child in secure employment and having improved accessibility to enhancing their professional skill sets, overall strain and worry for the parents would be significantly alleviated. Indeed, most of the parents cited during consultation that they were more at ease knowing that their child is afforded another opportunity in life, and no longer sought anti-social behaviours and "street thrills"/ drug and alcohol reliance to reduce boredom. In addition, with secure employment their child would be in a better position financially to not only contribute towards the household budget; but also potentially support themselves without reliance on the family income (e.g., purchase their own car or pay for their own mobile phone plans).

In this regard, it was felt that a key outcome of the Bridge Project was its potential to alleviate stress and improve overall quality of life for parents and families of the Bridge Project participants.

#### **4.1.3 Employers of the Bridge Project Participants**

Phone interviews were undertaken with four different employers, one of whom had not yet received a Bridge Project participant but had expressed an interest to become involved with the Project.

The YMCA Bridge Project obtains work placements that will run for eight-week durations. In some cases, the same employer has provided multiple work placements but generally, employers would only have one Bridge project work placement running at any one time.

Discussions with employers focused around their motivation to participate in the Bridge Project; their inputs to the Bridge Project including supervision and mentoring; as well as what changes they have experienced / expect to experience as a result of the Bridge Project.

The employers who were consulted had indicated multiple changes which they may experience following the Bridge Project. These changes have been summarized in the following Chain of Events.

### **Chain of Events for Employers of Bridge Project Participants**

- Employers are able to access a Bridge Project Participant to work in their organization, leading to a change in views on employing a person who has been incarcerated by the Juvenile Justice System; and
- Employers offer a permanent employment position to Bridge Project participants, thereby gaining an additional resource in their organisation.

### **Commentary around Chain of Events for Employers of Bridge Project Participants**

#### **1. Opportunity to Recruit a New Employee for the Organisation**

The Bridge Project employers indicated that their motivation for being involved in the Project was to give a young person a second chance after getting off to a bad start. They were also motivated to do some good in their community and had been impressed by the Bridge Project model and the level of support that was provided by the YMCA.

All of the employers interviewed had a permanent position or apprenticeship available at the end of the work placement, and were keen to make a job offer and have the young person be part of their organization long term.

*“We have no shortage of kids looking for apprenticeships in WA. This is not an attempt to address skills shortages; it's more about providing an opportunity for a person less fortunate.”*

Some of the employers indicated that the subsidised eight-week work placement was attractive to them as it helps to offset some of the additional staff resources required to train and support the young person. For other employers, their

motivation was more to employ a young person after completing the work placement in a buoyant Perth employment market.

## **2. Change in Views on hiring an Individual who has previously been involved with the Juvenile Justice System**

Some employers expressed that they had initial reservations about employing an individual who was previously been involved with the Juvenile Justice System, particularly if it was for a violent offence. They were also conscious that their other employees may be wary of the young person's background and not welcome them into the workforce; however, most employers did not feel that this would be the case with their staff.

One employer commented that existing staff would not appreciate if people did not pull their weight, as this would cause resentment and problems with moral.

Employers interviewed felt that their staff would be accepting of the new person and that employing a person who had been involved with the Juvenile Justice System would be positive for their organization and the wider community.

*"I got into trouble with the police when I was young and I want to give another young person an opportunity to help themselves."*

*"Our philosophy as an organization is about giving dogs a second chance. We wanted to extend an offer of employment as a way of giving a young person a second chance."*

### **Forecasted Outcomes for the Employers of Bridge Project Participants**

In light of the consultation findings and Chain of Events, the changes perceived to be most material in terms of **significant change** for the employers of Bridge Project participants, were:

1. **Employers adopt a more positive view and open-mind in training and offering full-time employment to youths** who were previously involved / incarcerated by the Juvenile Justice System.
2. **Employers gain an additional resource in their organization**, against the backdrop of a buoyant Western Australia labour market.

It is felt that the significant changes listed above should be constituted as Outcomes for the employers of the Bridge Project participants, and have therefore been reflected in the Impact Map.

Indeed, majority of employers cited during the consultation that they had initial reservations about employing a young person who had previously been incarcerated; some also expressed concerns that their existing staff members would not be welcoming to the idea of working with a youth who have had a history of anti-social behavioural issues. However, these employers were keen to “give back to the community” and to assist in contributing positively towards the young person’s rehabilitation back into society. They felt confident that the training they provided, in addition to support from the Bridge Project, would be successful in fostering professional and self-development for the young person. In this regard, it is felt appropriate that a key outcome for the Bridge Project employers was that they could adopt a more positive view of hiring someone who had been previously incarcerated.

In addition, the West Australian labour market has been particularly competitive in recent years a result of a two speed economy fuelled by mining and resource development. Therefore, several employers have commented during consultation that it has been challenging recruiting staff or even trainees / apprentices who they could train into roles specific to their organisations. In this regard, it was felt that a key outcome of the Bridge Project was the opportunity it provided to employers to connect with trainees or staff who are in need of work.

#### **4.1.4 Department of Corrective Services (DCS), Detention and Remand Centres, and Youth Justice Officers**

The DCS looks after offenders in Western Australia's 14 prisons and two detention centers; as well as individuals who are on probation, parole, and other community orders.

The range of services and programs offered by the Department to young people and their families fall into four main areas:

- Preventing and diverting young people from entering detention centres.
- Helping young people complete community-based sentences after they have been convicted of a crime.
- Intervening with young people and their families to help them get back on track when a young person develops a criminal record.
- Working with young people in detention or coming out of detention.

As part of the Consultation process, interviews were held with a range of DCS staff including; the Deputy Director, the Coordinator of the Centre & Re-entry Programs Custodial Services, CCARP Case Manager, and a focus group undertaken with four Youth Justices workers from the Perth Youth Justice Service team.

Staff members of the DCS and Youth Justice Officers cited a number of key changes their roles were likely to undergo, as a result of the Bridge Project. These have been summarized in the following Chains of Events.

It is to be noted that two Chains of Events have been outlined below – one with a positive outcome / “end-point”, and the other with more negative commentary attached.

#### ***Chains of Events for DCS, Detention & Remand Centers, and Youth Justice Officers***

The following Chain of Events reflects the positive commentary that has been put forward by staff members of the DCS and Youth Justice Officers, in regards to the Bridge Project activities:

- Young offenders are offered a Bridge Project work placement post release from detention, leading to

- Bridge Project Participants secure employment and are less likely to reoffend, leading to
- Bridge Project Participants do not return to detention and no longer requires DCS case management or detention resources.

The following Chain of Events reflects the negative commentary that has been put forward by this stakeholder group, in regards to the Bridge Project and its activities:

- Young offenders are offered a Bridge Project work placement post release from detention, leading to
- Greater workload and case management required by Youth Justice Officers around providing additional support to the Bridge Project participants to ensure that liaison with the Bridge Project and respective Work Placements go smoothly.

### **Commentary around Chain of Events for DCS, Detention & Remand Centers, and Youth Justice Officers**

#### **1. A Reduction in Criminal Activity by the Bridge Project Participants**

The DCS Youth Justice staff's primary motivation is that young people do not reoffend, and to provide a supportive thorough care model to support the young person after they are released from detention. The YMCA Bridge Project's objectives and approach fit with the DCS' philosophy of diverting youths from the justice system.

*"Everyone's focus is on diversion from the system. If you can divert a young person from offending, the cost savings to the state are enormous."*

*"Detention is most expensive option in the justice system. A Juvenile caution cost approx \$2,000, Juvenile Justice Team meeting is \$5,000. A community based order with court is \$11,000. A young person going to detention is \$55,000 based on the average length of stay."*

The DCS staff commented that if the Bridge Project was successful, particularly with high-risk youths, then there would be significantly less pressure on the Department of Corrective Services (DCS) system. Benefits to the State would include cost savings

and deferring the need to build more capacity within the youth detention system. According to the DCS, a greenfield detention centre site would cost an estimated \$450,000 per bed. Therefore, if programs like the Bridge Project can divert young people away from the Juvenile Justice System, then there would not be a need for building more detention centres.

According to the DCS, diverting a young person away from re-offending is critically dependent on a range of support received from family, Youth Justice Officers, other government agencies, education / training and other non-government providers such as the Bridge Project. DCS staff also commented that they have experienced a number of programs which have been set up to divert difficult youths away from the justice system. However, they noted that these programs tend to deal with the less severe cases, and that a challenge still exists in dealing with the higher risk youths.

## **2. Concerns Cited around the Bridge Project**

The 2008 Auditor General Report published some negative citations around how the Youth Justice Service was performing in Western Australia. As a result, the DCS staff commented that their focus was now on "Refocusing, Realigning and Reinvigorating" the youth justice system. However, the DCS realises that they do not have the resources or capacity to undertake this new focus on their own, and indicated that they needed to build relationships and partnerships with other government and non-government agencies on diversion strategies.

Youth Justice Officers also commented that they expected a higher level of support from the Bridge Project in relation to job readiness preparation, transport to interviews, as well as work placement support. The Youth Justice Officers did not appreciate that they would be required to spend as much time as they are currently supporting the Bridge Project participants and other client cases in gaining employment.

Another issue cited by the Youth Justice Officers was the competitiveness of work placements. Due to diminished coping skills, the Youth Justice Officers indicated that some of the young people do not handle disappointment well and that their

self-esteems may be affected if they did not get offered a work placement or ongoing employment after their eight-week placements.

*“ Success stories few and far between, but we had young person who is playing WAFL and may be drafted into AFL. He is a great role model , and there has been increased interest in the football program. Other kids think they will achieve similar goals, We have to manage those who don't get selected as this can result in the young person losing hope and falling back into criminal behaviour.”*

*“ We have to make sure young people going on The Bridge Project are work ready so they don't feel overwhelmed . “*

*“ The Bridge Project could spend more time working with the departments staff to match the young person's employment interests with prospective employers.” Only a small amount are ready for an apprenticeship.*

*“To date, most of the opportunities identified from The Bridge Project appear to have been in the hospitality area, which does suit all of our clients. It would be good to have a more varied selection.”*

### **Forecasted Outcomes for the DCS, Detention & Remand Centres, and Youth Justice Officers**

Based on the two chains of events outlined above, the two significant end-points and changes most material to the DCS Stakeholder Group are perceived as:

- 1. Positive End-Point / Significant Change:** Bridge Project Participants do not return to detention and no longer requires DCS case management or detention resources.
- 2. Negative End-Point / Significant Change:** Increased workload for DCS staff members as a result of increased case management, due to additional liaison and support dedicated to the Bridge Project and its participants.

In light of the two significant changes above, both have been reflected as positive and negative outcomes respectively for the DCS Stakeholder Group.

Indeed, as discussed during the consultation, DCS staff emphasised that their primary focus was reducing recidivism and if they were to achieve this objective via the Bridge Project, then it is expected that this outcome would be a significant material change for the department and its staff members / the Youth Justice Officers.

However, the possibility that potential workload could increase as a result of required ongoing liaison with the Bridge Project, should also not be undermined. DCS staff members had cited this concern, with the view that greater support from the Bridge Project / additional resources be allocated to ensure adequate monitoring and support throughout the young offender's involvement in the Bridge Project.

#### **4.1.5 Western Australian Police Service (WAPOL)**

For purposes of the current analysis, the Police Commander for the Perth Metropolitan Region was interviewed. Discussions centered on WAPOL's involvement in The Bridge Project, their direct inputs and outcomes, as well as the broader issue and strategies employed around youth offending.

The WAPOL's focus is on achieving a broad range of community-level outcomes including an overall reduction in crime and antisocial behaviour; as well as the development of crime prevention and deterrent strategies.

WAPOL believe the prolific offender management requires not only a focus on the individual but rather the whole family, as in some cases parents may have addictions, or there may be a history of violence in the home. Consequently WAPOL and the DCS are working with 29 separate organizations and agencies that are assisting to implement strategies to support prolific offender families where often there is multigenerational offending.

From the WAPOL perspective, it is difficult to separate direct inputs to the Bridge Project, other than the WAPOL Commanders' personal time spent on liaising with organisations such as the YMCA. WAPOL budgets are for the whole of the state and are not broken down into specific areas such as youth offending.

The following Chain of Events illustrates outcomes of the consultation process.

### ***Chains of Events for the WAPOL***

- Young offenders are offered a Bridge Project work placement post release from detention, leading to
- A reduction in offences committed by these Bridge Project Participants, leading to
- An overall reduction in police time allocated to dealing with these youth offences, enabling a reallocation of resources to other areas of need within the community.

### ***Commentary around the Chain of Events for the WAPOL***

#### **1. A Reduction in Criminal Activity by the Bridge Project Participants**

WAPOL representatives commented that they are good at “Catch and Convict” strategies, but not as effective with “Prevent and Deter” or “Resettle and Rehabilitate.” They consider that the Bridge Project is an excellent “Prevent and Deter” strategy by getting young offenders into employment and assisting with their rehabilitation. WAPOL representatives also cited a number of potential benefits resulting from the Bridge Project, including a more positive lifestyle for the young offenders, as well as a reduction in crime for WAPOL to deal with.

#### **2. Policing Resources are Re-allocated away from Juvenile Offending to other Areas of Community Need**

From the WAPOL perspective, the benefits of diversion strategies are considerable to the wider community. A reduction in criminal activity by young offenders will not only make the community feel more secure, but will also enable WAPOL to be able to reallocate resources to other areas in the community where policing resources are required.

#### **3. Concerns Cited around the Bridge Project**

WAPOL representatives indicated that some sectors of the community might perceive spending money on rehabilitation to be wasteful and a high cost, relative

to the small number of people that may benefit from the spend. This perception can often be influenced by biased reporting to the community by the media; and is often not put into the broader context of longer-term cost savings made to society.

WAPOL representatives also identified a number of challenges for the Bridge Project, such as the ability to secure a commitment to ongoing government funding and support. The need for concrete Project outcomes was expressed.

*“We already know that The Bridge Project works, but we are interested in the specific outcomes.”*

WAPOL representatives commented that there was also a need to target Indigenous youths, as there were Indigenous youths who were offending as early as 12 years of age.

*“Isolation in Western Australia is a problem, particularly for Indigenous Communities. Often when the young person is released from detention, they go back into a community where there is no support. How do you rehabilitate a child whose home is in an isolated community?”*

From WAPOL's perspective, Bridge Project resources needed to work strategically with prolific offending groups to prevent re-offending. In addition, WAPOL representatives suggested that organisations and agencies needed to work more collaboratively around providing holistic support and rehabilitation structures for each youth offender.

### **Forecasted Outcomes for the WAPOL**

Based on the chain of events outlined above, it was felt that the significant end-points / change for the WAPOL stakeholder group was:

- 1. An overall reduction in police time** allocated to dealing with youth offences, enabling a reallocation of resources to other areas of need within the community.

This significant change for the WAPOL stakeholder group has been reflected as an outcome in the Impact Map. Indeed, it is noteworthy that this outcome aligns with the WAPOL overarching objective of reducing recidivism rates, as well as an overall reduction in crime and anti-social behavior.

#### **4.1.6 Federal Government**

For the purpose of the SROI analysis the Federal Government were included as a funder only, and not as a stakeholder that was directly affected by the Bridge Project. The Federal Government was not directly consulted with, but has been included in the Impact Map as the program funder.

#### **4.1.7 Australian Tax Office**

The Australia Tax Office (ATO) was included in The Impact Map to demonstrate the social value being created more broadly when Bridge Project Participants became tax payers as a result of gainful employment. The ATO, however, did not experience material change directly as a result of Bridge Project activities.

#### ***Forecasted Outcomes for the Australian Tax Office***

- 1. Change in tax contributions to state government** from Bridge project participants.

## **4.2 Valuing the Outcomes**

### **4.2.1 Indicators to Measure the Outcomes**

Adapted from the Impact Map, the Table below summarises the Outcomes for each stakeholder group including the Indicators that could be used to measure the Outcomes, as well as the Data Source for each Indicator.

**Table 8.** Indicators used to measure Outcomes

Outcome	Indicator	Indicator Data Source
<p><b>Bridge Project Participants</b></p> <p><b>Significant Changes:</b></p> <ol style="list-style-type: none"> <li><b>Secure stable and ongoing employment</b></li> <li><b>Reduced Likelihood of Reoffending</b></li> </ol>		
<p>Securing stable and ongoing employment, thereby leading to a greater sense of self-worth.</p>	<p>The number of Bridge Project participants who moved into ongoing employment with either the work placement employer or another employer</p> <p>Objective Indicator: Work Outcomes Star Scale</p>	<p>End of work placement review; Youth Justice Officer Reports</p>
<p>Reduced Likelihood of Reoffending as a result of reduced substance abuse and improved social relationships and family support.</p>	<p>Number of Bridge Project Participants that do not reoffend.</p>	<p>Youth Justice Officers case management notes</p>
<p><b>Parents of Bridge Project Participants</b></p> <p><b>Significant Change: Overall quality of life improves</b></p>		
<p>Overall stress reduced on parents - Ability to seek reprieve and improve overall quality of life</p>	<p>Number of parents that report that their own personal quality of life has improved as a result of their child's participation in The Bridge Project.</p> <p>Objective Indicator: General Health Questionnaire (GHQ - 12)</p>	<p>Family survey</p>
<p><b>Employers of the Bridge Project Participants</b></p> <p><b>Significant Changes:</b></p> <ol style="list-style-type: none"> <li><b>Employer has the opportunity to recruit a new resource for their organisation</b></li> <li><b>Employers change their perceptions of hiring persons who had previously been incarcerated</b></li> </ol>		
<p>Employers gain an additional resource in their organization, against the backdrop of a buoyant Western Australia labour market.</p>	<p>Number of employers who recruit a Bridge Program Participant</p>	<p>Employer survey at End of Work placement review</p>
<p>Employers adopt a more positive view and open-mind in training and offering full-time employment to youths who were previously involved / incarcerated by the Juvenile Justice System.</p>	<p>Number of employers that report that they are willing to employ a young person who has been involved with the juvenile justice system</p>	<p>Employer survey at End of Work placement review</p>

Outcome	Indicator	Indicator Data Source
<b>Department of Corrective Services (DCS), Detention &amp; Remand Centers, and Youth Justice Officers</b>		
<b>Significant Changes:</b>		
<ol style="list-style-type: none"> <li>1. <b>Positive End-Point / Significant Change: Bridge Project Participants do not return to detention</b></li> <li>2. <b>Negative End-Point / Significant Change: Increased workload for DCS staff members</b></li> </ol>		
Project Participants do not return to detention and no longer requires DCS case management or detention resources.	Reduction in recidivism rates among Bridge Program participants in remand and detention centers  <i>Objective Indicator: Criminal Sentiment Scale</i>	Release plans; Youth Justice Officer Reports; Department of Corrective Services records
<i>(Negative): Increased workload for DCS staff members as a result of increased case management, due to additional liaison and support required by the Bridge Project and its participants</i>	<i>Number of DCS staff members who report an increase in workload and work pressures as a result of the Bridge Project Activities</i>	<i>DCS Staff Survey</i>
<b>Western Australian Police Service (WAPOL)</b>		
<b>Significant Change: An overall reduction in police time allocated to dealing with youth offences</b>		
An overall reduction in police time allocated to dealing with youth offences, thereby enabling a reallocation of resources to other areas of need within the community.	Fewer juvenile offences committed by Bridge Program participants  <i>Objective Indicator: Criminal Sentiment Scale</i>	Department of Corrective Services Recidivism statistics
<b>Australian Tax Office</b>		
<b>Significant Change: Increased tax revenue from Bridge Program Participants who gain employment</b>		
Increased tax revenue from Bridge Program Participants who gain employment	Tax contributions to State Government from Bridge Project Participants	Australian Tax Office Individual Income Tax Rates

#### 4.2.2 Calculating Social Value /Establishing Impact of Outcomes

Adapted from the Impact Map, the following Table summarises the Financial Proxy and Total Social Value / Impact of each Outcome.



The rationale that has been used to calculate the Total Social Value / Impact of each Outcome including the Quantity, Duration, Deadweight, Displacement, Attribution and Drop-off; are outlined below in greater detail.

Further details around calculations and rationale may be found in the Impact Map.

**Table 9.** Financial Proxy and Total Social Value / Impact of each Outcome

Outcome	Indicator	Financial Proxy	Total Social Value / Impact (before Discount Rate applied)
<b>Bridge Project Participant</b>			
Securing stable and ongoing employment, thereby leading to a greater sense of self-worth.	The number of Bridge Project participants who moved into ongoing employment with either the work placement employer or another employer  Objective Indicator: Work Outcomes Star Scale	Average Annual Wage for a young person aged between 16 to 18 years in WA	\$71,038.50
Reduced Likelihood of Reoffending as a result of reduced substance abuse and improved social relationships and family support.	Number of Bridge Project Participants that do not reoffend.	Average Annual Personal Disposable Income for a young person aged between 16 to 18 years in WA	\$76,509.00
<b>Parents of Bridge Project Participants</b>			
Overall stress reduced on parents - Ability to seek reprieve and improve overall quality of life	Number of parents that report that their own personal quality of life has improved as a result of their child's participation in The Bridge Project.  Objective Indicator: General Health Questionnaire (GHQ - 12)	Counselling for Stress / Mental Health (Av 6 sessions, assumes \$100 per session)	\$10,800.00
<b>Employers of the Bridge Project Participants</b>			
Employers gain an additional	Number of employers who recruit a Bridge	Average Cost of Recruiting an Employee	0.00

Outcome	Indicator	Financial Proxy	Total Social Value / Impact (before Discount Rate applied)
resource in their organization, against the backdrop of a buoyant Western Australia labour market.	Program Participant		
Employers adopt a more positive view and open-mind in training and offering full-time employment to youths who were previously involved / incarcerated by the Juvenile Justice System.	Number of employers that report that they are willing to employ a young person who has been involved with the juvenile justice system	Average Cost of Implementing Equal Opportunity Practices in the Workforce	\$1,685.00
<b>Department of Corrective Services (DCS), Detention &amp; Remand Centers, and Youth Justice Officers</b>			
Project Participants do not return to detention and no longer requires DCS case management or detention resources.	Reduction in recidivism rates among Bridge Program participants in remand and detention centers  <i>Objective Indicator: Criminal Sentiment Scale</i>	Average cost of keeping a young offender in detention	\$512,375.63
<i>(Negative): Increased workload for DCS staff members as a result of increased case management, due to additional liaison and support required by the Bridge Project and its participants</i>	<i>Number of DCS staff members who report an increase in workload and work pressures as a result of the Bridge Project Activities</i>		<i>(\$21,060.00)</i>

Outcome	Indicator	Financial Proxy	Total Social Value / Impact (before Discount Rate applied)
<b>Western Australian Police Service (WAPOL)</b>			
An overall reduction in police time allocated to dealing with youth offences, thereby enabling a reallocation of resources to other areas of need within the community.	Fewer juvenile offences committed by Bridge Program participants  <i>Objective Indicator: Criminal Sentiment Scale</i>	Cost of a police arrest and charge	\$3,996.00
<b>Australian Tax Office</b>			
<b>Significant Change: Increased tax revenue from Bridge Program Participants who gain employment</b>			
Increased tax revenue from Bridge Program Participants who gain employment	Tax contributions to State Government from Bridge Project Participants	Change in tax contributions as Bridge Project Participants move into employment	\$13,105.80

#### 4.2.3 Summary of Social Value Created

The Table below summarises the Total Social Value / Impact for each Stakeholder Group. Further details around calculations and rationale for the figures below may be found in the Impact Map.

**Table 10.** Total Social Value / Impact for each Stakeholder Group

<b>Stakeholder Group</b>	<b>Total Social Value / Impact (before Discount Rate applied)</b>
Bridge Project Participants	\$147,547.50
Families of Bridge Project Participants	\$10,800.00
Employers of the Bridge Project Participants	\$1,685.00
Department of Corrective Services (DCS), Detention & Remand Centers, and Youth Justice Officers	\$491,315.63
Western Australian Police Service (WAPOL)	\$3,996.00
Australian Tax Office	\$13,105.80
<b>Total Social Value for Stakeholder Groups</b>	<b>\$668,449.93</b>

## Bridge Project Participants

**Outcome: Securing stable and ongoing employment, thereby leading to a greater sense of self-worth.**

**Total Social Value (Before Discount Rate): \$71,038.50**

- **Quantity = 20; Assumption:** YMCA outcomes data indicates that currently 75% of participants undertaking a work placement achieve a successful outcome i.e., gain employment with Bridge Project Employer or independently, which equates to a success outcome for 20 out of the total 25 participants.
- **Duration = 2; Assumption:** The benefit of initial employment of the Bridge Project last for 2 years. After this time there will be other influences on the young person that influence their choices and direction.
- **Deadweight = 25%; Assumption:** The outcome would have occurred but only to a limited extent if the Bridge Project did not occur i.e. young offenders could have secured their own employment or have been assisted by other employment organisations.
- **Displacement = 50%; Assumption:** The outcome partially displaced another outcome i.e., partially displaced other job seekers from gaining employment
- **Attribution = 50%; Assumption:** Other organisations such as Case Planning Officers, Youth Justice Officers, other service providers working in the "Through Care Model" have a role to play in generating the outcome.
- **Drop-off = 50%; Assumption:** The outcome assumed to drop off from year 2 onwards, as the young person makes different choices and experiences different influences.
- **Financial Proxy\* (See Note below) = \$18,943.60; Assumption / Data Source:** Average minimum wage as prescribed by the Department of Commerce (Wageline) and the Minimum Conditions of Employment Act 1993

**\*Note:** The financial proxy (Average Annual Wage for a young person aged between 16 to 18 years in Western Australia) was selected for this outcome as it was deemed to represent the financial gain which participants would receive in exchange for their participation in secure employment.

During consultation, the Bridge Project Participants had indicated that gaining employment would enable them to achieve a number of financial goals, of which the most salient was home ownership.

During the time of developing the Impact Map, the author had considered using the average house price in Western Australia as a financial proxy for this outcome. However, the average cost of a house in Western Australia is \$462,000 (Source: Real Estate Institute of WA) and if this cost was to be used as a financial proxy, it would inflate the ratio from 2.33:1 to 18.34:1. In addition, using the average house price as a financial proxy might also undermine the prevalence of other financial goals the young participant might seek to achieve at different junctures in their life (e.g., travelling, buy a new car, provide financial support to family members, etc).

In this regard, it was decided instead that the *average annual wage for a young person* be used as a financial proxy for this outcome; with the view that this annual wage as a result of securing employment would contribute towards the Bridge Project Participant being able to not only finance home ownership, but also achieve other financial goals of priority to them.

**Outcome: Reduced likelihood of reoffending as a result of improved opportunities in life.**

**Total Social Value (Before Discount Rate): \$76,509.00**

- **Quantity = 18; Assumption:** of the 20 Bridge Project Participants where a positive outcome is obtained i.e. Employment, there may still be a percentage who falls back into old behaviours and reoffend. Have assumed 2 participants out of the 20 i.e. 10%.
- **Duration = 5; Assumption:** Gaining employment and staying in employment is assumed to result in the young person not offending for the next 5 years.
- **Deadweight = 50%; Assumption:** The outcome would have occurred in part anyway as currently 40% of young offenders do not go on to reoffend.
- **Displacement = 0%; Assumption:** The outcome did not displace any other activity and that the Bridge Project was solely responsible for the outcome, given the Bridge Project is the only program that secures work placements for young offenders.

- **Attribution = 50%; Assumption:** Other organisations and agencies such as DCS and the Youth Justice Officers have a role in generating the outcome of reducing reoffending due to support provided with “Through Care Model”
- **Drop-off = 25%; Assumption:** The outcome is assumed to drop off by 25% by year 2 onwards. At this point many young offenders would be in the adult justice system if reoffending.
- **Financial Proxy\*(See Note below) = \$17,002.02; Assumption / Data Source:** Average Annual Personal Disposable Income (Annual Income after Tax) for a young person aged between 16 to 18 years in WA. Personal Disposable Income is a standard index used typically by economists to measure wealth in a society. (Source: Department of Commerce (Wageline); Australian Tax Office)

**\*Note:** Personal disposable income is a standard index typically used by economists to measure wealth (Source: Department of Commerce - Wageline). Therefore, the financial proxy (Average Annual Personal Disposable Income for a young person aged between 16 to 18 years in WA) was selected for this outcome as it was deemed to represent the value of improved opportunities in life for the Bridge Project Participants if they did not reoffend or become incarcerated. In other words, this financial proxy may also represent the opportunity cost of incarceration.

## Parents of the Bridge Project Participants

**Outcome: Overall stress reduced - better able to seek reprieve and improve their own quality of life**

**Total Social Value (Before Discount Rate): \$10,800**

- **Quantity = 18; Assumption:** Assumed that 90% of those who gained employment with their work placement employer or independently would result in ability for families to seek reprieve and improve their overall quality of life. This is based on parent feedback from consultation and takes into consideration an allowance for 10% of participants who may drop out and reoffend.
- **Duration = 5; Assumption:** Assumed that benefits of overall stress on parents and ability to seek reprieve would last for a minimum of 5 years assuming that their child stayed in employment.
- **Deadweight = 0%; Assumption:** Assumed that the outcome would have only if participants were assisted to gain employment through the Bridge Project.
- **Displacement = 0%; Assumption:** The outcome did not displace any other activity.
- **Attribution = 0%; Assumption:** Assumed that in achieving the outcome, The Bridge Project was the only organisation responsible for generating the outcome.
- **Drop-off = 0%; Assumption:** Assumed that reduced financial strain last for 5 years, while the young person remains living in the family home.
- **Financial Proxy = \$600.00; Assumption / Data Source:** Average Cost of Stress / Mental Health Counselling at Relationships Australia. Assumes an average of 6 sessions at \$100 per session

## Employers of the Bridge Project Participants

**Outcome: Gain an additional resource in their organization, against the backdrop of a buoyant Western Australia labour market.**

**Total Social Value (Before Discount Rate):\$nil value**

- **Quantity = 10; Assumption:** Assumed that there are 10 different employers who offer jobs to Bridge Project Participants, some of which have multiple Bridge Project Participants.
- **Duration = 5; Assumption:** Assumed that benefits to employers could last up to five years if they offer long term employment opportunities such as apprenticeships or longer term career pathways.
- **Deadweight = 75%; Assumption:** Assumed that the outcome would have occurred mostly anyway, as employers would have recruited from other sources.
- **Displacement = 100%; Assumption:** Assumed that the outcome completely displaced another outcome i.e. Recruiting another job seeker who was not a young offender
- **Attribution = 0%; Assumption:** Assumed that in achieving the outcome, other organisations such as employers had a role to play in generating the outcome.
- **Drop-off = 0%; Assumption:** Assumed that benefits for the employer last for 5 years.
- **Financial Proxy = \$600.00; Assumption / Data Source:** Takes into account the average cost of advertising a job vacancy on jobs classified site such as the West Australian or seek.com.au (approximately \$236.50 including GST). Also takes into account the total add-on cost of employer time / costs to (i) prepare the ad (ii) review applicants, and (iii) interview applicants. (Source: seek.com.au)

**Outcome: Adopt a more positive view and open-mind in training and offering full-time employment to youths who were previously involved / incarcerated by the Juvenile Justice System.**

**Total Social Value (Before Discount Rate): \$1,685.00**

- **Quantity = 5; Assumption:** Assumed from consultation feedback that 50% i.e. 5 employers would have changed their views on hiring a young person who had previously been involved with the Juvenile Justice System.
- **Duration = 5; Assumption:** Assumed that benefits to employers could last up to five years if they offer long term employment opportunities such as apprenticeships or longer term career pathways.
- **Deadweight = 0%; Assumption:** The outcome would have occurred mostly anyway, as employers would have recruited from other sources.
- **Displacement = 0%; Assumption:** Assumed that the outcome would not have occurred without being involved in The Bridge Project.
- **Attribution = 0%; Assumption:** Assumed that the outcome would not have occurred without being involved in The Bridge Project.
- **Drop-off = 0%; Assumption:** Assumed that benefits for the employer last for 5 years.
- **Financial Proxy = \$337.00; Assumption / Data Source:** Average cost of administering Equal Opportunity Training for Employers. The Equal Opportunity Commission offers a range of training courses designed to support workplaces in taking positive steps to minimising / preventing discriminatory practices. (Source: The Equal Opportunity Commission)

**Department of Corrective Services (DCS), Detention & Remand Centres, and Youth Justice Officers**

**Outcome: Project Participants do not return to detention and no longer requires DCS case management or detention resources.**

**Total Social Value (Before Discount Rate): \$512,375.63**

- **Quantity = 18; Assumption:** Assumed that of the 25 total participants, 18 would not reoffend. This is based on YMCA data to date and makes allowance for 10% of participants who may reoffend.
- **Duration = 2; Assumption:** Assumed that the duration is 2 year, after which time the young person if reoffending may then be detained in the adult justice system.
- **Deadweight = 25%; Assumption:** Assumed that the outcome would have occurred through intervention from other sources e.g. DCS, employers, family.
- **Displacement = 0%; Assumption:** Have assumed that the outcome did not displace another outcome.
- **Attribution = 25%; Assumption:** Have assumed that other organisations had a role to play in generating the outcome such as DCS and family members.
- **Drop-off = 0%; Assumption:** Assumed that the outcome last for the whole period of time assigned to it i.e. 2 years.
- **Financial Proxy = \$50,605.00; Assumption / Data Source:** Takes into account the average cost of keeping a young offender in detention (Source: Auditor General Report - A Cost-Benefit Analysis of Proactive Redirection Measures in the Juvenile Justice System (June 2008))

**Outcome (Negative): Increased workload for DCS staff members as a result of increased case management, due to additional liaison and support required by the Bridge Project and its participants**

**Total Social Value (Before Discount Rate): (\$21,060.00)**

- **Quantity = 18; Assumption:** Assumed that of the 25 total participants, 18 would not reoffend. This is based on YMCA data to date and makes allowance for 10% of participants who may reoffend.
- **Duration = 2; Assumption:** Assumed that the duration is 2 year, after which time the young person if reoffending may then be detained in the adult justice system.

- **Deadweight = 50%; Assumption:** Assumed that the outcome would have occurred in part anyway, as The Bridge Project Staff also have a role in case management and supporting the young person.
- **Displacement = 25%; Assumption:** Have assumed that the outcome displaced another outcome to a limited extent i.e., opportunity cost of DCS staff working on other priorities/projects.
- **Attribution = 50%; Assumption:** Have assumed that other organisations had a role to play in generating the outcome such as Bridge Project Staff.
- **Drop-off = 0%; Assumption:** Assumed that the outcome last for the whole period of time assigned to it i.e. 2 years.
- **Financial Proxy = (\$6,240); Data Source:** Average Cost of DCS Case Management Staff time as reported by the DCS Human Resources Department 2011.

### Western Australian Police Service (WAPOL)

**Outcome: An overall reduction in police time allocated to dealing with youth offences, thereby enabling a reallocation of resources to other areas of need within the community.**

**Total Social Value (Before Discount Rate): \$3,996.00**

- **Quantity = 18; Assumption:** Assumed that of the 25 total participants, 18 would not reoffend. This is based on YMCA data to date and makes allowance for 10% of participants who may reoffend.
- **Duration = 2; Assumption:** Assumed that the duration is 2 year, after which time the young person if reoffending may then be detained in the adult justice system.
- **Deadweight = 50%; Assumption:** Assumed that the outcome would have occurred in part anyway due to strategies from DCS and other agencies.
- **Displacement = 0%; Assumption:** Have assumed that the outcome did not displace another outcome.
- **Attribution = 50%; Assumption:** Have assumed that other organisations had a role to play in generating the outcome such as DCS and family members.
- **Drop-off = 0%; Assumption:** Assumed that the outcome last for the whole period of time assigned to it i.e. 2 years.
- **Financial Proxy = \$888.00; Assumption / Data Source:** Takes into account the average Cost of a police arrest and charge (Source: Auditor General Report - A Cost-Benefit Analysis of Proactive Redirection Measures in the Juvenile Justice System (June 2008))

### **Australian Tax Office (ATO)**

#### **Outcome: Increased Tax Revenue from Bridge Project Participants who gain Employment**

#### **Total Social Value (Before Discount Rate): \$13,105.80**

- **Quantity = 18; Assumption:** Assumed that of the 25 total participants, 18 would not reoffend. This is based on YMCA data to date and makes allowance for 10% of participants who may reoffend. Further assumed that these 18 participants entering the workforce would go onto become tax payers.
- **Duration = 2; Assumption:** Assumed that the duration is 2 years, until the young person reaches 18 years of age and is classified as an adult.
- **Deadweight = 25%; Assumption:** Assumed that some young offenders may have got work anyway without the Bridge Project, but only to a limited extent.
- **Displacement = 0%; Assumption:** Have assumed that the outcome did not displace another outcome.
- **Attribution = 50%; Assumption:** Have assumed other organisations such as employers in providing employment training and support have contributed to achieving the outcome.
- **Drop-off = 0%; Assumption:** Assumed that the outcome last for the whole period of time assigned to it i.e. 2 years.
- **Financial Proxy = \$1,941.60; Assumption / Data Source:** Takes into account the Tax Rate of Average Annual Wage for a young person aged between 16 to 18 years in WA (assumes \$18,943.60) (Source: Australian Tax Office Individual Income Tax Rate)

## 5 Calculating the SROI

### 5.1 Rationale for Calculations

For further details about the calculations, refer to the Impact Map. This spreadsheet includes all of the calculations described below.

The social value for each outcome described in the impact map is calculated over a five-year period. For purposes of the calculations, it is assumed that the number of Bridge Project participants is the funding target amount of 25 between 2010 and 2015. The analysis does not extend beyond a five-year period, because it is assumed that Bridge Project participants may have had a variety of different employment experiences and influences in their lives after the 5 year point; and the initial outcomes of The Bridge Project work placement are superseded.

The analysis demonstrates a snapshot of what is happening at the present point in time of conducting the SROI analysis, and it is recognised that this may change as the YMCA Bridge Project exceeds its target of 25 participants.

The following Table summarises the projected Present Values across five years, taking into account the drop-off across Outcomes from 2010 - 2015. Further details around the five-year projection of each Outcome Value / Impact can be found in the Impact Map.

**Table 11.** Present Value across Five Years

Year One 2010	Year Two 2011	Year Three 2012	Year Four 2013	Year Five 2014
\$645,845	\$624,005	\$63,016	\$48,384	\$37,689

### 5.2 Net Present Value and Investments

The YMCA Bridge Project commenced in May 2010, with funding provided by the Australian Federal Government's *Proceeds of Crime Grants*. A requirement of the Project funding is that YMCA successfully places 25 young offenders into an eight-week subsidised work placement over a three-year period (to the end of April 2013).

The funding also covers salaries of the Bridge Project staff, and any other operational expenses of the program.

The current SROI analysis considers the grant amount received by the Bridge Project in Year One of the Project, and the requirement to deliver over a three-year period the inputs required to generate the outcomes as identified and reported in the current analysis.

**Table 12.** Inputs and Investments into the Bridge Project during the 2010 Calendar Year

Input Source	Amount
Federal Government Proceeds of Crime Grant	\$570,000.00
Investment of employee time to support and train Bridge Project Participants	\$32,000.00
Investment of DCS staff time to support the delivery of The Bridge Project	\$6,240.00
<b>Total Investment</b>	<b>\$608,240</b>

Based on the predicted outcomes generated by the investments into the Bridge Product during the 2010 calendar year, **the Bridge Project Western Australia will deliver an indicative SROI of \$2.33:\$1. That is for every \$1 invested; approximately \$2.33 of social value is created.**

To calculate the net present value (NPV), the costs and benefits incurred or generated in different time periods needs to be added. For these costs and benefits to be comparable, a process called discounting is used. A discount rate of 3.5% has been used for the NPV calculations.<sup>20</sup>

To calculate the added social value created by the YMCA Bridge project, the following calculation is undertaken:

$$= (\text{Present value of benefits}) - (\text{present value of investments})$$

$$= \$1,418,938.50 - \$608,240$$

$$= \mathbf{\$810,699(\text{Present Value})}$$

<sup>20</sup> Discount rate of 3.5% recommended as standard rate in SROI handbook – A guide to Social Return on Investment, April 2009.

This value is a conservative forecast evaluation of the social value that will be created by the YMCA Bridge Project. As it is a forecast, there are a number of considerations that will impact on the SROI Ratio. One of which is the final number of Bridge Project participants who will progress through the Project by the end of the three-year funding period; given that at the end of July 2011, 18 of the funding target of 25 subsidised work placements has already been achieved. In addition, it is understood that the Bridge Project Western Australian is looking to emulate the Victorian Bridge Project model and introduce the Rebuild Social Enterprise Model, where participants can directly be employed to work on maintenance and handyman project in the community.

It is important to note that organisations work with different stakeholders, and will have made different judgements when analysing their social return on investment. Consequently it is not appropriate to compare the SROI Ratios alone across different organisational and program settings. Social investors will need to read all of the information and context produced as part of the SROI analysis. An organisation should, however, compare changes in its own social return over time and examine the reasons for change. Organisations should also endeavour to educate funders and investors on the importance of reporting the SROI Ratio against the contextual backdrop of the analysis.

### **5.3 Sensitivity Analysis**

Because the SROI ratio has been derived on the basis of several different assumptions and rationale, it is necessary to assess the extent to which this ratio would change in the event where the assumptions / rationale have changed.

For purposes of this report, a sensitivity analysis will be undertaken to test the following assumptions:

- Deadweight, Attribution and Drop off
- An increase in the number of Bridge Project participations
- A reduction in the time period of analysis
- A reduction in the annual disposable income for a young person

**Table 13.** Sensitivity Analysis Assumptions and SROI Ratio Adjustments

Variable	Baseline	New Assumption	Adjusted SROI Ratio
<b>Baseline</b>			<b>2.33</b>
Increase in deadweight, displacement, attribution, and drop off for all outcomes	Various	75% 50%	0.09 0.71
Increase in displacement only for all outcomes	Various	50% 75% 100%	1.25 0.64 0.00
Increase attribution only for all outcomes	Various	50% 75% 100%	1.75 0.88 0.00
Increase drop-off only for all outcomes	Various	25% 50% 75%	2.33 2.33 2.33
Increase in the number of Bridge Project participants	25 participants - 20 gaining employment with Bridge Project employer or finding work independently	40 participants getting employment with employer or independently (increase of 100%)  60 participants getting employment with employer or independently (increase of 200%)	2.33  2.55  2.78



Variable	Baseline	New Assumption	Adjusted SROI Ratio
Bridge Project Participants not reoffending – Change in deadweight	25%	50% 75% 100%	1.67 0.83 0.00
Reduction in the amount of reoffending by Bridge Project Participants – Change in the duration of this outcome	5 yrs	1yr 2yr 3yr 4yr 5yr	2.33 2.33 2.33 2.33 2.33
Bridge Project participants experience improved economic independence - Change in the financial proxy 'Annual Disposable Income for a young person'	\$17,000	\$15,000 \$12,000 \$10,000	2.28 2.21 2.16

### **5.3.1 Increases to deadweight, displacement, attribution, and drop-off across all outcomes**

In order to test the validity of the original criteria percentages allocated, new criteria percentages were applied to all outcomes. When a uniform percentage of 75% was used across deadweight, displacement, attribution and drop-off across all outcomes, instead of the original baseline criteria percentages allocated; the ratio reduced to 0.09 from 2.33. When a uniform percentage of 50% was applied, the ratio reduced from 2.33 to 0.71

### **5.3.2 Increasing the number of Bridge Project participants**

To assess the impact on the SROI Ratio if the Bridge Project was able to create more work placements for an increased number of participants; the number of Bridge Project participants allocated a work placement was increased by 100% and 200%; this resulted in an increase in the SROI Ratio of 2.55 and 2.78 respectively. This indicates that if more work placements were achieved during the three-year funding period, the social value and SROI will be created proportionately.

### **5.3.3 Increasing the amount of deadweight for the outcome 'Reduction in Recidivism Rates'**

The present SROI analysis has assumed that the Bridge Project is largely responsible for reducing the amount of re-offending among Project participants. However, if it is assumed that other agencies and organisations have a greater role to play in bringing about this positive outcome, (i.e., increasing the deadweight), the SROI Ratio undergoes a corresponding decline with increasing deadweight values. At a 75% deadweight percentage, the SROI Ratio undergoes a decline from 2.33 to 0.83, and at 50% the reduction is from 2.33 to 1.67.

### **5.3.4 Changes in the amount of time that Bridge Project participants do not re-offend**

The present analysis has assumed that the benefit for Bridge Project participants who successfully gain employment will last five years, and that these participants would not re-offend during this period. To assess if this claim has been overstated, thus inflating the SROI Ratio, the time period was altered from one to four-year periods. Across these different time-period assumptions, the SROI Ratio remained at 2.33,

indicating that reducing the time period that Bridge Project participants do not re-offend has nil impact on the SROI Ratio.

#### **5.3.5 Reducing the financial proxy value (annual disposable income) for the Outcome 'Bridge Project participants experience improved economic independence'**

The present analysis has assumed that Bridge Project participants will experience increased economic independence at a value of \$17,000 per annum in disposable income as a result of obtaining employment. To assess if this figure has been overestimated, thereby inflating the SROI Ratio, scaled decrements were applied to the estimated disposable income of \$17,000. As shown in Table 12, minimal and non-significant changes to the SROI Ratio resulted from the decrements made to the annual disposable income.

In sensitivity analysis reveals that on the whole, the YMCA Bridge Project is relatively robust when sensitivity analysis is applied. In most cases when the variables are changed the ratio remains above 1:1.

## 6 Conclusions and Recommendations

The Forecast SROI analysis for The Bridge Project demonstrates that The Bridge Project will create significant social value for stakeholders.

The following Table provides a summary of the social value created for each stakeholder group by outcomes.

**Table 14.** Summary of social value created for each stakeholder group

Stakeholder Group	Outcomes from the Bridge Project	Social Value creation (2010 - 2015)*	Social Value per Stakeholder Group
Bridge Project Participants	Securing stable and ongoing employment, thereby leading to a greater sense of self-worth.	\$142,077.00	\$427,790.30
	Reduced Likelihood of Reoffending as a result of reduced substance abuse and improved social relationships and family support.	\$285,713.30	
Families of Bridge Project Participants	Overall stress reduced on parents - Ability to seek reprieve and improve overall quality of life	\$54,000	\$54,000
Employers of the Bridge Project Participants	Gain an additional resource in their organization, against the backdrop of a buoyant Western Australia labour market.	\$0	\$8,425.00
	Adopt a more positive view and open-mind in training and offering full-time employment to youths who were previously involved / incarcerated by the Juvenile Justice System.	\$8,425.00	
<i>Department of Corrective Services (DCS), Detention &amp; Remand Centers, and Youth Justice Officers</i>	Bridge Project Participants do not return to detention and no longer requires DCS case management or detention resources.	\$1,024,751.00	\$982,631.25

Stakeholder Group	Outcomes from the Bridge Project	Social Value creation (2010 - 2015)*	Social Value per Stakeholder Group
	(Negative): Increased workload for DCS staff members as a result of increased case management, due to additional liaison and support required by the Bridge Project and its participants	(\$42,120.00)	
Western Australian Police Service (WAPOL)	An overall reduction in police time allocated to dealing with youth offences, thereby enabling a reallocation of resources to other areas of need within the community.	\$7,992.00	\$7,992.00
Australian Tax Office	Increased tax revenue from Bridge Program Participants who gain employment	\$26,211.60	\$26,211.60
	Total Present Value	\$1,418,938.50	
	Total Invested	\$608,240.00	
	<b>Social Return \$per \$ invested</b>	<b>\$2.33</b>	

\*Social Value created prior to discount rate being applied

An investment of \$608,240 for three years commencing in May 2010 creates \$1,418,938.50 of present value, resulting in an indicative SROI Ratio of \$2.33:\$1. That is, for the equivalent of every \$1 invested in the Bridge Project Western Australia \$2.33 is returned in social value. Approximately 89% of the value is created in the first two years.

It is possible that if the Bridge Project Western Australia were able to improve on its target of 25 participants participating in the Bridge Project for the remainder of its funding period, and achieve somewhere in the region of 40 participants having a successful outcome (i.e. Gaining employment with their work placement employer or obtaining employment independently), then the SROI ratio obtained would increase to \$2.55:1.

## 6.1 Considerations

This report is not an analysis of the operations of the Bridge Project Western Australia, or an assessment of the Bridge Project's business model. This report focuses on understanding the current impact the Bridge Project will have on its stakeholders.

This forecast SROI analysis should be considered as a benchmark for the measurement of impact and value creation to be achieved by the Bridge Project in Western Australia. It also provides insight into the type of data that should be captured in order to communicate value creation to all stakeholders, and the type of data required for subsequent Evaluative SROI analyses.

This forecast SROI analysis is based on stakeholder consultation, evidence gathered from the first 15 months of the Bridge Project's three-year pilot project, and secondary research. The sensitivity analysis highlights that even when significant changes are made to criteria such as deadweight, displacement, attribution, drop-off and outcome duration / benefit period; the SROI Ratio remains robust.

In addition to Social Value being created by the Bridge Project Western Australia, the following interim conclusions can also be drawn about the Bridge Project:

- The Bridge Project is demonstrating success in placing young offenders into work placements that are delivering positive outcomes for the young person.
- The Bridge Project is contributing towards a reduction in recidivism.
- The Bridge Project is on target to provide more work placements than its funder's required target of 25 work placements.
- The Bridge Project is making an important contribution to The Youth Justice Service 'Through Care Model' in Western Australia.
- The Bridge Project appears to find it more challenging assisting those young people with lower developmental assets, chronic learning difficulties or unstable housing or family support networks.

- The developmental assets score of participants may be an indicator to future success in obtaining and maintain employment.
- The Bridge Project's case management approach within the Youth Justice system has been effective; however there still appears to be room for streamlining the "Through Care Model" in preparing young people for job readiness and supporting them into the employment process.
- Housing stability and lack of capacity in obtaining a drivers licence is a significant barrier to gaining employment.
- Aboriginal young offenders appear to be underrepresented in the Bridge Project relative to their overrepresentation in the youth justice system.
- Aboriginal participants and participants from other cultural sectors appear to have more intensive issues and needs, which may prevent them from being work ready in the short term and able to take advantage of a Bridge Project work placement.
- There are an unusually large number of young people referred to and assessed by the Bridge Project, but who were not subsequently being placed in a Bridge Project Work Placement. It is not yet clear what positive or negative impacts this has had on the young person not achieving a work placement.

## 6.2 Recommendations

The SROI analysis revealed a number of areas where the Bridge Project can improve its operations and better demonstrate the social value it creates. The following recommendations are based on findings from the Project's preliminary outcomes to date, and the consultation that was undertaken with stakeholders including the Bridge Project staff.

### **1. Overall need for a review of the Youth Justice Service "Through Care Model" framework to maximise positive employment outcomes for young offenders**

In order to build on the positive results generated by the Bridge Project to date, it is recommended that the YMCA and the DCS review its current "Through Care Model" in relation to achieving employment outcomes for young offenders.

Within this review framework, consideration should be given to the following:

- At what point is young person considered work ready, taking into account the young person's developmental assets score?
- How could the referral process be improved/streamlined to maximise the amount of young people who are referred onto the Bridge Project?
- How can Youth Justice Officers and Bridge Project staff work more effectively to support the young person post release to gain employment?
- Is there a way of improving the conversion rate from referrals and assessment to undertaking a Bridge Project work placement?

## **2. Recommendations specifically for the DCS to consider**

The following are some key recommendations for the DCS to consider:

- Is there a way to increase the intensity of activities undertaken while in detention, to prepare young people for employment when they are released?
- Is there a way to implement a similar model to the Mannus Correction Centre in NSW, where detainees could be taught to drive while in detention to increase their employability post release?
- Is more intensive remedial literacy and numeracy skills support required for both aboriginal and multicultural detainees prior to them being referred for employment?
- Is a more extensive transitional model required post-release for detainees that do not have stable accommodation, or necessary job-readiness skills to allow them time to develop their skills further before being introduced to employment?
- Is current vocational training provided in detention addressing the needs of employers; can more be done to increase the variety and intensity of training, perhaps leading to formal vocational qualifications?
- Can training be undertaken with detainee families to prepare them to support their child post-release, with the transitioning to employment process?

### **3. Recommendations specifically for the Bridge Project Western Australia**

#### **Increasing the amount of work placements provided**

Consideration should be given to investigating what are the limiting factors in increasing the number of participants that are able to benefit from the Bridge Project, including those high numbers that are dropping off post referral. Effort should be made to capture data on why this is occurring, and if strategies can be put in place to improve the drop off rate and result in increased employment outcomes.

#### **Include in the Scope of Data Collection and Analysis those young people who were referred to and assessed by the Bridge Project, but who were not successful in achieving a subsequent Bridge Project Work Placement**

By collecting interview data from this group, an insight could be provided on how program design can be modified to address the needs of this group. Greater understanding could also be attained around the challenges and barriers faced by this group in accessing employment; as well as whether this group would be affected positively or negatively as a result of not achieving a Bridge Project Work Placement.

#### **Increasing the quantity and variety of Bridge Project occupations and employers**

It may be beneficial to the program overall to have a larger pool of employers and an increased variety of occupations to offer potential participants, particularly if efforts is being directed to increase the amount of participants from referrals. Also the review of additional employers may include those employers and occupations that are better matched to the skills and aspiration of Aboriginal and other multicultural groups.

#### **Investigate the needs of hard-to-place detainees including Indigenous and other multicultural groups who are currently underrepresented in the Program**

Further investigation may be required into having a more detailed understanding into the needs and issues of these groups and seeing if there is any way that the YMCA with its combined resources could work with the DCS in developing a transitional program that allows participants to be supported to a greater degree before commencing employment.

The planned development of the *Rebuild Program* may be a useful program for these groups, enabling them to build up to work readiness without the pressure of trying to maintain mainstream employment.

### **Forming strategic alliance with other agencies**

In addition to improving processes and collaboration with the DCS, it may be worthwhile the YMCA investigating future potential partnerships with other organisations such as Anglicare Foyer project, particularly around the area of housing provision to help support the young person post release.

### **Collect better quality Outcomes data to enable an evaluative SROI to be undertaken in the future**

The YMCA needs to establish an outcomes-based evaluations framework, which will enable better data collection to be gathered. This evaluation framework will help The YMCA to be able to understand more comprehensively whether they have been successful and could provide insightful information for future strategic planning.

It would also be useful for the YMCA to move from paper-based case management to an automated database system, which automatically collects and analyses participant data including outcomes data. Such an automated approach would ensure the robustness and rigour of data being collected, thus facilitating tracking change and participant outcomes over time. An automated system will also enable other stakeholders such as the DCS to seamlessly provide / access case planning data; thus streamlining communication and collaboration across organisations in the "Through Care Model".

### **Collection of data to validate future calculations around Deadweight and Attribution**

As part of its future approach to data collection, the YMCA needs to set up a data collection process to assist in the validation of Deadweight – What would have happened without the activity; as well as Attribution – What else contributed to the change.

Data collection for Deadweight could be in the form of keeping in touch with participants post the Bridge Project for several years after participation in The Bridge Project and undertaking follow-up surveys to evaluate what impact the Project has had long term on outcomes. Data collection for Attribution could be in the form of collecting information on the quantity and description of activity / output from each stakeholder.

### **Verifying the result of the SROI Bridge Project Forecast Analysis**

Following the completion of the Forecast SROI analysis for The YMCA Bridge Project, a stakeholder feedback process. This process included:

1. Completed SROI Report and Impact Map were sent out to key DCS and WAPOL Personnel who had been involved in the consultation process.
2. Stakeholders were invited to a feedback session facilitated by the author. At this session, Stakeholders provided feedback, and discussions centred on the analysis, conclusions and recommendations. Discussion also included how the analysis and recommendations could be embedded into each organisation.
3. Where it was not possible for stakeholders to attend, follow-up phone interviews were undertaken with stakeholders to obtain their feedback.
4. Stakeholder feedback was summarised and distributed in a separate document to stakeholders.
5. Document summarising feedback and discussion from the Stakeholder Facilitated Session was submitted as an attachment to the Bridge Project Forecast SROI Report - September 2011 and "YMCA Bridge Project Impact Map - September 2011" Excel spreadsheet.
6. Following resubmission of the revised SROI report and Impact Map in April 2012, the author will communicate changes and implications to all stakeholders and the YMCA in relation to the changes. A revised copy of the YMCA Bridge Project Report and Impact Map will be forwarded to stakeholders and YMCA.

## Appendix 1 – SROI Principles and standard process

This SROI analysis has been guided by the SROI Network's robust methodology, comprising the following six key stages:

- i. Establishment of scope and identification of key stakeholders;
- ii. Mapping Outcomes;
- iii. Evidence Outcomes and Valuing them;
- iv. Establishing Impact;
- v. Calculating the SROI; and
- vi. Reporting and Embedding

In conducting this SROI analysis, the Guiding Principles set out by the SROI Network have been followed:

- Involvement of Stakeholders;
- A focus on understanding what changes;
- Value the things that matter;
- Only include things that are material
- Avoid over claiming;
- Transparency; and
- Verification of the result

## Appendix 2 – Consultation Guide for Stakeholders

### Bridge Project Participants

1. Before stating your employment training through the Bridge Project, what were the things you wanted to change in your life?
2. What did you hope to achieve from The Bridge project work placement?
3. What did you think you' would get out of your work placement
4. What has changed in your life since you started working?
5. Before you start your work placement, how would you describe your family life/relationships.
6. Has your relationship with your family and friends changed since you started your work placement?
7. What might have happened to you if you had not started working?
8. What are you hoping will happen in the future?
9. What have been your achievements/skills you have developed as a result of The Bridge Project?
10. Are there any negative changes in your life since commencing The Bridge Project?
11. How much value do you place on gaining employment – show pictures and ask them to select one that represents the value of employment to them.
12. What else is valuable to you?
13. Where else would you consider looking for employment?
14. Do you have any other comments about The Bridge Project and your experience?

### Family (parents) of Bridge Project Participants

1. How do you think your/your child's life will change after participating in The Bridge Project?
2. What do you think you will do differently in the future?
3. How will you know that change has happened for you?
4. What things do you think will change or have changed for your family?
5. What are you hoping to achieve from your work placement?
6. Are there any negative things about participating in The Bridge Project?

### Banksia Hill detainees focus group

1. When you are released from detention, what are the things that you want to change in your life?
2. What are you hoping will happen in the future?
3. Who is currently involved in a program that involves preparing you for employment/life planning following release?
4. How many of you have identified the type of employment that you would like to obtain?
5. What sort of employment is this?
6. What value do you place on obtaining employment ( show pictures of items and ask to select the item that best represents the value that they place on gaining employment.)
7. Are there any specific achievements/qualifications you have obtained – how have you felt about this?



8. Other than programs like The Bridge Project, where else would you look for a job?
9. If you obtain employment, how do you think your life will change?
10. Do you think that if you get a job, that your relationship would change with your family/friends ?
11. What do you think might happen if you do not get a job?
12. What do you see as some of the barriers to obtaining a job?
13. How do you think you could be helped/supported to overcome these barriers?

Pictures shown to Bridge Project Participants during interviews and focus group - Participants asked to select the item that they felt was equal value to a job for them.



**Department of Corrective Services Staff including Case Planning Officers and Youth Justice Officers, WAPOL, Employers.**

1. What are the (name of organization) inputs to The Bridge Project i.e. time, resources etc.
2. What are the outputs of the program
3. What are the outcomes of the program?
4. What are you contributing in order to make the activity possible?
5. Can this be quantified in financial terms?
6. How is The Bridge Project is currently integrated into your agency/organisation?
7. What impact is the YMCA Bridge Project currently having on the lives of juvenile detainees who benefit from a Bridge Project work placement?
8. How would they describe the change/outcomes that occur and how can this be measured?
9. What value do they think a juvenile detainee places on a Bridge Project work placement?
10. What changes (both intended and unintended) does the Youth Justice Service experience through their involvement with The Bridge project?
11. How much has your organisation contribute towards the change?
12. What Percentage of the change is as a result of your organizations activity?
13. What do you believe the change is worth for you?
14. Does anyone else contribute to the change?
15. How is The Bridge Project integrated into the juvenile detainees release plan, and how is this monitored and evaluated? (DSC staff only)
16. What is the follow-up procedure by the Youth Justice Service post release of the juvenile detainee? ( DSC staff only)
17. What would happen if The YMCA Bridge Project was not available? Would anyone else be able to provide the service?



### **Appendix 3 – Impact Map**

The Impact Map details the Theory of change for stakeholders described in Section 4 and includes indicators, financial Proxies and the calculation used to calculate the social value for each outcomes.

Refer to document “YMCA Bridge Project Impact Map – April 2012 Excel spreadsheet