



LEGISLATIVE COUNCIL  
LEGAL AND SOCIAL ISSUES COMMITTEE

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Inquiry: Inquiry into Victoria's criminal justice system

Hearing Date: 19 October 2021

Question[s] taken on notice

Directed to: Mr Burke

**1. Ms Maxwell Page no. 8**

**Question asked.**

Whether you have any evaluations completed—I know that you do evaluations—and whether you can make any available to the committee, because I think to have that empirical data to support the evidence that you have given today would be very worthwhile for us.

**Response:**

Please find attached an Independent Report commissioned from 'Think Impact' by the Les Twentyman Foundation.

Think Impact were commissioned to undertake an independent 'Social Return on Investment' evaluation of the Les Twentyman Foundation's work to highlight the services and programs our organisation delivered, who our organisation delivered these services and programs to, and most importantly, what actually changed for the people who participated.



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# How Les Twentyman Foundation is Changing Lives in Melbourne's West

A Social Return on Investment Evaluation on the Les Twentyman Foundation  
August 2016

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# Executive Summary

This is largely a story about aspirations – what happens when they become stunted under crisis – and what happens when an organisation steps in to rebuild them, and help young people connect with a more positive future.

Because that is what happened in 2015 (and has done for many years before that) among several hundred young people in the western suburbs who were facing sometimes unthinkable crisis and disadvantage, and then were fortunate enough to come to the attention of the Les Twentyman Foundation (LTF).

During 2015 Think Impact had the privilege of “shadowing” the work of 20<sup>th</sup> Man Fund (renamed Les Twentyman Foundation in April 2016). During that time we undertook an independent Social Return on Investment evaluation of their work to find out what programs the organisation delivered, who did they deliver those services to, and most importantly, what actually changed for the people who participated.

During that time we interviewed the young people, we conducted workshops with them, we surveyed them, we spoke to parents, police and support workers. We even filmed the results for all to share the experience.

The results are quite astounding. Young lives are having their life trajectories changes in positive and meaningful ways. It's not just getting them involved in sport (although that's part of it). It's not just supporting them to stay in school (also part of it). It's not diverting them towards more positive activities (yep, that too). And it's not just working closely with a smaller group to create leaders of the future! The Les Twentyman Foundation does all those things. And more.

But we wanted more than nice stories. We wanted to dig deeper and really understand, quantify and monetise the change resulting from LTF's work using the internationally recognised Social Return on Investment (SROI) methodology. In doing so we uncovered more than \$15million in social value being generated directly attributable to the work of LTF. When we relate that back to the costs of producing that social value we estimate the **Social Return on Investment attributable to the Les Twentyman Foundation to be 1:13. That is, \$13 in social value produced for every dollar invested.**

The main outcomes experienced by young people (in order of value) are:

1. **Expanded aspirations** – they learn to see, appreciate and believe in positive future directions.
2. **Strengthened social inclusion** – they are no longer isolated or alone and become part of a caring and supportive group of peers and supporters.
3. **Increased engagement in meaningful activity** – they experience reduced destructive or anti-social behaviour and reduced contact with the justice system
4. **Increased employability** – they experience improved employment skills and actual secured employment.
5. **Increased emotional wellbeing** – improved confidence, improved emotional regulation and reduced substance abuse.
6. **Improved performance at school** – they increase school attendance, have improved participation while attending, and improved academic attainment.

7. **Increased physical wellbeing** – they have increased participation in physical activity, increased personal safety, and improved diet.

And of course it's not just the young people who experience valuable outcomes. The justice system and families experience around \$2million in social value as well. And even the volunteers and Board report experience meaningful outcomes. The flow-on value that occurs when a young person is diverted from a potentially dangerous path to a more positive future is inestimable but it should be recognised that the principles of SROI require a conservative approach and these lifetime impacts and second level impacts are not included in the study.

Of course there is always more to be done, and this report concludes with the following recommendations to increase the level of impact Les Twentyman Foundation can have in the future. Those recommendations in brief are:

1. Articulate an organisational theory of change illustrating its strategic relationship to programs delivered
2. Continue to evolve the outcomes measurement framework, to understand how social value is created and inform future program design
3. Communicate the results of this evaluation to build a strategic plan, extend partnerships, raise money and collaborate for community impact
4. Develop employment and other "exit plans" for program participants
5. Expand the reach and scale of the Leadership Program
6. Share experiences with other community organisations
7. Build crisis-housing capacity
8. Build partnerships to replicate model in other regions
9. Integrate programs more cohesively
10. Formalise mentor program

So if you'd like to delve deeper into the numbers, read on. If you would like to view a short film that tells the story of this report, please go to <http://thinkimpact.com.au/our-work/>.

But most of all, take a moment to reflect on the many circumstances outside their control, which can lead a young person to being what is blithely described as "in-crisis". And then contemplate the vast social costs that arise if that youth crisis becomes a lifelong experience. And finally, estimate the social value created when a small, but dedicated group apply limited resources to turn those young lives onto a positive trajectory.

That's social value. And that's the story of the Les Twentyman Foundation.

*The Authors,*

Ross Wyatt, [REDACTED]

Suzi Young, [REDACTED]

# How Les Twentyman Foundation is Changing Lives in Melbourne's West

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*The social impact of "wrap around" support for at-risk youth*

## 'At-risk' youth in Melbourne's west

Over 30 years ago, Les Twentyman, a social worker that grew up in the streets of Braybrook decided that there was no excuse for the growing number of young people who were homeless in the area he lived. Along with newspaperman, Ron Coleman, they decided to fundraise for a Christmas party for 10 of these young people. And so the 20<sup>th</sup> Man Fund was born.

In April 2016 the 20<sup>th</sup> Man Fund was formally renamed the *Les Twentyman Foundation* and has grown into one of the most influential organisations in its field. The western suburbs of Melbourne still have a disproportionate number of young people who are 'at risk' or facing serious difficulties.

Despite the inevitable process of gentrification that has occurred in pockets of Melbourne's west, words like "grittiness" and "working class" are often used in association with the region. The rise of gangs, drug and alcohol abuse, crime and poverty continue to create difficult challenges for young people, many of whom become disengaged from school, some of whom become involved in crime, drug use and violence.

Now, 32 years since its humble beginnings, Les Twentyman acts as a tireless advocate for young people without a voice and remains directly involved with the Foundation and is widely outspoken and influential in the media on matters relating to youth, gang violence, drugs (especially ice), and related issues.

Figure 1 - Illustration by LTF participant, describing life without LTF, made during SROI workshop



## Les Twentyman Foundation role

The Les Twentyman Foundation (LTF) is dedicated to helping and supporting 'at-risk' youth.

Through a variety of programs they work to connect with young people, help them get back on their feet and reconnect them with positive futures. Specifically they seek to improve physical and emotional wellbeing, maintain engagement with education, reconnect them with a supportive community, build employment readiness, reduce contact with the justice system and expand their life aspirations. They do this through six core programs including:

- **'Redskins' Basketball Club** – an accessible, supportive, club that encourages diversity, participation and mutual support.
- **'Back-to-School'** – a free resource providing access to a vast range of school books helping families overcome the financial barriers to education
- **Youth Leadership Program** – a twelve month program of sessions held monthly, including a camp retreat, to build leadership skills under their EMBRACE model (Educate, Motivate, instil Belief, Resilience, Acceptance, Confidence, Empower)
- **Outreach** – this generalised program provides tailored support addressing the complex needs of young people in crisis
- **Youth Support Service** – this program is delivered under contract from Department of Health and Human Services providing support for minors who have been in contact through the justice system
- **Unique experiences** – this includes the annual Christmas party, kids v police cricket match, attendance at supporting events and other events and experiences.

Figure 2 - A quiet moment at Redskins basketball club



## Why social impact measurement is critical

For many years, the staff and board of the Foundation has known it is “making a difference” in the lives of young people, their families and other stakeholders. Think Impact were engaged to evaluate and quantify this impact for the year of 2015. Think Impact elected to adopt the Social Return on Investment (SROI) methodology to guide this work.

The quantification of their social impact is to be used to:

- Modify and expand programs based on the impact created
- Engage funders and supporters to enable them to amplify their impact
- Influence and inform government policy to provide a more supportive policy environment
- Review the organisation’s purpose.

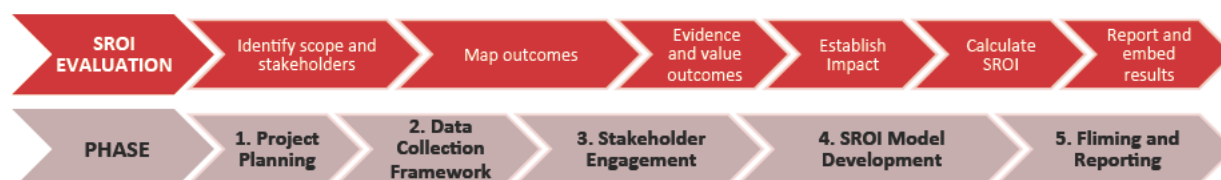
An SROI is an internationally recognised framework for identifying and accounting for social change experienced by key stakeholders by assigning monetary proxies to this change. These proxies enable the ‘monetisation’ of social value. Although the values are expressed in dollars, they do not equate to financial return.

An SROI process is guided by the following 7 principles (Social Value International, 2012):

1. *Involve stakeholders*
2. *Understand what changes*
3. *Value the things that matter*
4. *Only include what is material*
5. *Do not over claim*
6. *Be transparent*
7. *Verify the result*

## Project Methodology

A 5-phase approach aligned with the six stages of an SROI methodology was undertaken to complete the evaluation of the social impact generated by LTF and its activities as illustrated:



### **Evaluation scope**

The activities of the Les Twentyman Foundation expand beyond their core programs. As noted above, Les is an active advocate on youth issues, and the organisation has been effective in engaging local businesses and other organisations on youth issues.

Following close consultation with the organisation’s management and board, the scope boundary was set at those activities considered “core” to their operations (the six programs



listed in Les Twentyman Foundation Role, above) and to the material outcomes experienced by their stakeholders (see following section).

This report describes and values the outcomes experienced by stakeholders as a result of LTF activities in accordance with these principles. It is an *evaluative SROI* analysis and examines the investment made in, and outcomes experienced by, stakeholders experiencing one or more of LTF's six core activities during 2015.

### ***Inclusion of SROI Film***

One unique aspect of this SROI evaluation is the inclusion of a film. The filming process acted as a data collection tool, and has been produced to support and visualise the change experienced by key stakeholders. The film can be viewed at <http://thinkimpact.com.au/our-work/>.

### ***Identifying stakeholders to include in the SROI***

To understand the change experienced by stakeholders involved in LTF activities, individuals and organisations experiencing or contributing to social change were identified and consultation was undertaken in the form of focus groups, surveys and filmed one-on-one interviews.

In total, 4 major stakeholder groups were included in the SROI model to evaluate the social value:

- Young people involved and supported by LTF activities
- Families and significant others of young people
- Justice system (including police, courts, juvenile justice and corrections)
- LTF volunteers and supporters (including the Board).

As further outlined below the young people were defined by a set of sub-groups based on their experience and involvement with LTF. In total, 11 sub-groups of young people were defined based on their experiences of change. [Table 1](#) following provides details on stakeholder groups and sub-groups, the outcomes experienced by each, inclusion or exclusions from the SROI model with rationale and methods of engagement.

**Table 1 - Stakeholders included and excluded from evaluation**

Stakeholders		Description		Outcomes	Included/Excluded		Engagement	
Who changes? Who wants change?	Persona	How are they affected or affect the activity?	No. of stakeholders	What we think happens to them (positive and negative)	Included/Excluded	Rationale for inclusion/exclusion	Method of involvement	How many were involved?
<b>Player:</b> Redskins Basketball Club - Players with no formal additional support from LTF	<b>Zara</b>	Zara plays basketball with Redskins after being introduced to the club through a friend. She loves playing basketball and the Redskins community, and sometimes needs financial support to participate.	205	1. Increased physical wellbeing 2. Increased emotional wellbeing 3. Improved performance at school 4. Strengthening social inclusion 5. Increased engagement in meaningful activity 6. Increased employability 7. Increased aspiration	Included	Experience material change as a result of inclusion in basketball club community	Face-to-face group interviews Quantitative survey	75 survey responses from all Redskins participants. 19 in group workshops 5 in depth filmed case studies
<b>Leader:</b> Youth Leadership Program participants and participant in Redskins	<b>Simon</b>	Simon receives general and holistic support from LTF. He joined the Redskins Basketball after hearing about the club at school and after playing for a season was asked to join Youth Leadership. The Leadership Program has significantly transformed his life.	40	1. Increased physical wellbeing 2. Increased emotional wellbeing 3. Improved performance at school 4. Strengthening social inclusion 5. Increased engagement in meaningful activity 6. Increased employability 7. Increased aspiration	Included	Experience material change as a result of LTF programs	Face-to-face group interviews Review of existing footage Quantitative survey	
<b>Supported Player A:</b> Redskins Basketball Club and outreach support- Players + (disadvantaged participants)	<b>Josh</b>	Josh receives general, holistic and outreach support from LTF. He has been playing for Redskins for two years and is able to participate due to financial support from LTF in covering match fees and uniforms. An LTF staff member also drives him home after games and training. Josh's family faces some challenges including unemployment and poverty. LTF also provided Outreach support for Josh and his family in times of crisis.	100	1. Increased physical wellbeing 2. Increased emotional wellbeing 3. Improved performance at school 4. Strengthening social inclusion 5. Increased engagement in meaningful activity 6. Increased employability 7. Increased aspiration	Included	Experience material change as a result of inclusion in basketball club community	Face-to-face group interviews Review of existing footage Quantitative survey	
<b>Supported Player B:</b> Redskins Basketball Club - Players+ B2S	<b>Amir</b>	Amir receives general, holistic and educational support from LTF. He has been playing for Redskins for six months and is able to participate due to financial support from LTF in covering match fees and uniforms. Amir's family are recent immigrants to Australia from Somalia and they arrived with little possessions. Amir's parents do not speak much English and have struggled to find meaningful employment. LTF has provided support to Amir with books and school materials through Back to School which has encouraged him to stay in school and feel a part of his new community in Melbourne.	45	1. Increased physical wellbeing 2. Increased emotional wellbeing 3. Improved performance at school 4. Strengthening social inclusion 5. Increased engagement in meaningful activity 6. Increased employability 7. Increased aspiration	Included	Experience material change as a result of inclusion in basketball club community	Face-to-face group interviews Review of existing footage Quantitative survey	
<b>Supported Player C:</b> Redskins Basketball Club, back to school and outreach support - Players+ (disadvantaged participants)	<b>Michelle</b>	Michelle receives general, holistic and educational support from LTF. She has been playing for Red Skins for two seasons and is able to participate due to financial support from LTF in covering match fees and uniforms. Michelle's Mum struggles with drug addiction and she lives between her mother's and her grandmother's homes. LTF has provided support to Michelle with books and school materials through Back to School and also supports the family by providing food, other educational support and drug rehab support for Michelle's mum.	60	1. Increased physical wellbeing 2. Increased emotional wellbeing 3. Improved performance at school 4. Strengthening social inclusion 5. Increased engagement in meaningful activity 6. Increased employability 7. Increased aspiration	Included	Experience material change as a result of inclusion in basketball club community	Face-to-face group interviews Review of existing footage	

Stakeholders		Description		Outcomes	Included/Excluded		Engagement	
Who changes? Who wants change?	Persona	How are they affected or affect the activity?	No. of stakeholders	What we think happens to them (positive and negative)	Included/Excluded	Rationale for inclusion/exclusion	Method of involvement	How many were involved?
<b>Learner:</b> Back to School - recipients	<b>Karin</b>	Karin has been receiving material support from LTF for the last five years with provision of school books and materials through Back to School.	110	<ol style="list-style-type: none"> <li>1. Increased physical wellbeing</li> <li>2. Increased emotional wellbeing</li> <li>3. Improved performance at school</li> <li>4. Strengthening social inclusion</li> <li>5. Increased engagement in meaningful activity</li> <li>6. Increased employability</li> <li>7. Increased aspiration</li> </ol>	Included	Experience material change as as result of service.	Face-to-face interviews	4 interviewed
<b>Supported learner:</b> Back to School and outreach recipients	<b>Leanne</b>	Leanne has been receiving material support from LTF for the last three years with provision of school books and materials through Back to School. She and her mother have been victims of family violence and LTF has provided outreach support to them to support them in breaking free from further abuse.	55	<ol style="list-style-type: none"> <li>1. Increased physical wellbeing</li> <li>2. Increased emotional wellbeing</li> <li>3. Improved performance at school</li> <li>4. Strengthening social inclusion</li> <li>5. Increased engagement in meaningful activity</li> <li>6. Increased employability</li> <li>7. Increased aspiration</li> </ol>	Included	Experience material change as as result of service.	Face-to-face interviews	4 interviewed
<b>Youth Support Services:</b> Formal support participants	<b>Aisha</b>	Aisha has been allocated a LTF Youth Support Service support worker due to contact with Police after she was arrested for alleged criminal activity.	70	<ol style="list-style-type: none"> <li>1. Increased physical wellbeing</li> <li>2. Increased emotional wellbeing</li> <li>3. Improved performance at school</li> <li>4. Strengthening social inclusion</li> <li>5. Increased engagement in meaningful activity</li> <li>6. Increased employability</li> <li>7. Increased aspiration</li> </ol>	Included	Experience material change as as result of service.	Face-to-face interviews Feedback from case workers	4 Interviewed plus observation scales and interviews from 3 support workers
<b>Informal support:</b> Ad hoc crisis mitigation recipients	<b>Van</b>	Van has been in contact with LTF for a number of years after they assisted his older brother with getting help for drug addiction. Van has got into some trouble with the police, and faces challenges at home due to his father's mental health problems that means he can't work and so the family struggles financially. Van's family receive ad hoc support from Jim or Richard when there's a crisis.	30	<ol style="list-style-type: none"> <li>1. Increased physical wellbeing</li> <li>2. Increased emotional wellbeing</li> <li>3. Improved performance at school</li> <li>4. Strengthening social inclusion</li> <li>5. Increased engagement in meaningful activity</li> <li>6. Increased employability</li> <li>7. Increased aspiration</li> </ol>	Included	Experience material change as as result of service.	Face-to-face interviews Feedback from case workers	4 Interviewed
<b>Informal support:</b> Ad hoc crisis mitigation recipients	<b>Frank</b>	Frank has been in contact with LTF for about 10 years. He had had a drug problem during most of his adult life and has recently been supported by LTF to get a funded detox bed for the second time.	55	<ol style="list-style-type: none"> <li>1. Increased physical wellbeing</li> <li>2. Increased emotional wellbeing</li> <li>3. Improved performance at school</li> <li>4. Strengthening social inclusion</li> <li>5. Increased engagement in meaningful activity</li> <li>6. Increased employability</li> <li>7. Increased aspiration</li> </ol>	Included	Experience material change as as result of service.	Face-to-face interviews Feedback from case workers	2 face to face interviews plus observations from support workers
Special experiences recipients	<b>Adam</b>	Adam and his Mum have attended the LTF annual Kids Christmas Party for the last few years after being referred by another agency. He may also have participated in other activities such as Cops v Kids cricket matches.	80	<ol style="list-style-type: none"> <li>1. Increased physical wellbeing</li> <li>2. Increased emotional wellbeing</li> <li>3. Improved performance at school</li> <li>4. Strengthening social inclusion</li> <li>5. Increased engagement in meaningful activity</li> <li>6. Increased employability</li> <li>7. Increased aspiration</li> </ol>	Included	Experience material change as as result of service.	Face-to-face interviews Feedback from case workers	

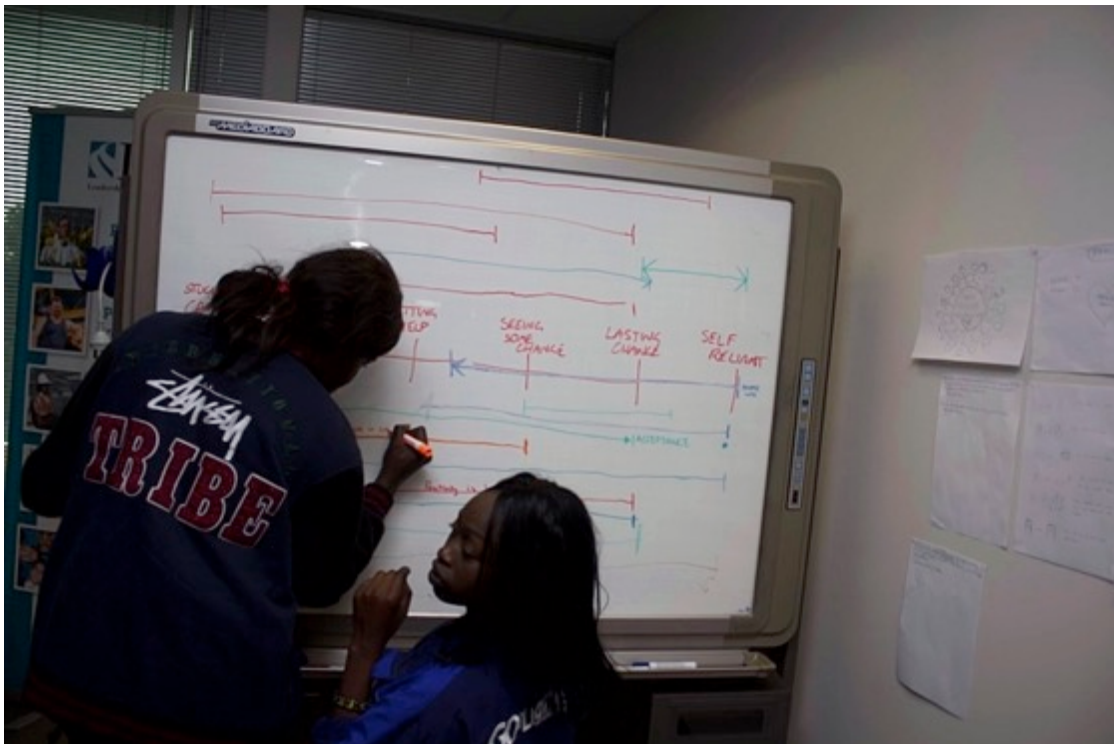
Stakeholders		Description		Outcomes	Included/Excluded		Engagement	
Who changes? Who wants change?	Persona	How are they affected or affect the activity?	No. of stakeholders	What we think happens to them (positive and negative)	Included/Excluded	Rationale for inclusion/exclusion	Method of involvement	How many were involved?
YSS		Refer young people to LTF Fund	1	LTF advocate for young people - seeking to change the criteria for inclusion in the program	Excluded	They may experience material change due to contact with LTF but their core purpose is to refer young people to support services.		
Department of Health and Human Services		Fund programs for young people	1		Excluded	Outcomes of advocacy included as a discussion item. Links are too indirect. They are consumers of the report		
Families and significant others of young people that participate in the program		They experience stress and anxiety about behaviour and future path for the young person in their care and may also feel their own sense of isolation due to poor relationships with the young person.	150	2. Increased emotional wellbeing 4. Strengthening social inclusion	Included	They experience material change as a result of the outcomes experienced by their children. They too receive direct support from LTF	Face-to-face interviews and workshop	28 July workshop
LTF volunteers and supporters (including Board)		Club volunteers to support the club. Coaches, refs and other volunteers. Without LTF the club would not exist and unique opportunities would not be provided.	80	2. Increased emotional wellbeing 6. Increased employability	Included	Without young people volunteering and participating in their basketball club it is likely that it would not exist.	Face to face interviews, workshop and observation	
Local schools		Schools that have young people that have participated in LTF programs (YSS and Back to School)	6	Increased attendance at school Reduced negative behaviours in class Increased engagement in school activities and after school events	Excluded	May not be material because of the number of children in any one year participating in the Program. The school with the most participating in the program has had one student per year (4 years)		
Friends of Young People		Experiene a change in the friend (may produce positive or negative outcomes for friends)	na	Some friends are likely to see th positive change and will benefit by being referred into the Program or having a positive influence in their life. Others may lose a friend and be challenged by their new direction	Excluded	They will experience a change, but will ascribe value to young people.		
Local Community		Young people become leaders and increase their participation in community activities.	na	More young people being positive role models in their community through greater participation. Reduced negative and anti-social behaviours (i.e. hanging around train stations and other public areas)	Excluded	Include as a discussion item		
Justice system (including police, courts, juvenile justice, and correctional/corrective services)		Justice System contact due to disengaged young people	40	7. Reduced costs on the justice system	Included	The key purpose of YSS and other programs is about reducing contact with the justice system	Desktop research, filmed interviews with police	
LTF Organisation		Program deliverers	1	Benefit from delivering the program	Excluded			
Melbourne City Mission		Use the buldings for crisis accomodation	1		Excluded	Do not experience material change. LTF do not have regular contact with facility.	Filmed interview with CEO	CEO Interview

### **Mapping outcomes**

To understand the outcomes created by LTF activities, a number of stakeholders from each stakeholder group (listed in [Table 1](#), above) were interviewed and data obtained regarding their experience of change. More than 100 stakeholders were engaged including:

- 19 Face to face interviews (some filmed)
- 4 Focus groups incorporating some 40 people with young people, staff and parents
- Qualitative and quantitative surveys

Figure 3 - Collecting data in creative ways



### **Evidencing and valuing outcomes**

The changes experienced by key stakeholders were defined by a set of indicators that evidence whether or not the change has occurred.

If the change could be evidenced to have occurred, the 'distance travelled' (degree of change) was determined for each outcome and a financial proxy identified to monetise the change.

To appropriately define and monetise the change, we developed young person 'personas' to appropriately measure this distance travelled. These personas are used to describe a group of individuals who experience relatively similar outcomes that are valued to the same degree. The personas were developed based on the life experiences of a cross-section of the young people and consultation with the social workers at LTF. Refer to Stakeholder Segmentation for further details regarding distance travelled and the personas used in the model.

### ***Establishing impact***

This phase involved identifying discount factors to be included in the SROI model as prescribed by the social accounting practices of SROI, namely:

- Deadweight - what would have happened in the absence of LTF programs
- Attribution - how much of the change can be attributed to LTF or others
- Displacement - how much of the change or value created has been moved from one place to another
- Drop-off - how quickly the change diminishes over time
- Benefit period - how long the change can be expected to last

This information was obtained during consultation and where possible, other sources. Where data was not available assumptions were made to define these figures. In line with the transparency principle, all rationale is presented in Appendix C SROI model.

### ***Calculating SROI***

The SROI calculation included identifying all of the input costs (cash, in-kind support, volunteer contributions) required to undertake LTF activities over the 12-month evaluation period and summing all of the monetised outcomes across their benefit periods. The full SROI model is provided in Appendix C SROI model.

### ***Film production, reporting and embedding results***

This evaluation involved the production of a film that was the basis of the stakeholder engagement and data collection processes. This report supports the film and outlines the detail of the process and results of the SROI evaluation. The film is available at <http://thinkimpact.com.au/our-work/>.

Figure 4 - Scene from the SROI Film *How Lives are Changing in Melbourne's West*



# Evaluation scope

## Inputs

In 2015, the total inputs required to conduct their activities was **\$1,188,531**.

This comprised:

- 28% resource inputs valued at \$330,000
- 40% worker salaries \$473,160
- 25% volunteer contribution valued at \$297,271
- 7% in-kind support valued at \$88,100

## Activities and outputs

The specific activities included in this evaluation, and quantification of those activities is as follows:

1. **'Redskins' Basketball Club** – an accessible, supportive, club that encourages diversity, participation and mutual support
  - 450 players
  - 200 families
  - 30 volunteers
2. **'Back-to-School'** – a free resource providing access to a vast range of school books helping families overcome the financial barriers to education
  - 300 recipients
  - 3,500 books distributed
  - 5,000 books exported overseas
  - 24 volunteers
3. **Youth Leadership Program** – a twelve month program of workshop held monthly, including a camp retreat, to build leadership skills under their EMBRACE model (Educate, Motivate, instil Belief, Resilience, Acceptance, Confidence, Empower)
  - 40 participants
  - 15 volunteers
  - 20 families involved
  - 2 camps
  - 10 workshops delivered
4. **Outreach** – this generalised program provides tailored support addressing the complex needs of young people in crisis
  - 215 recipients
  - 60 connected agencies
  - 40 families involved
5. **Youth Support Service** – this program is delivered under contract from Department of Health and Human Services providing support for minors who have been in contact with the justice system
  - Up to 70 participants across three social workers

6. **Unique experiences** – this includes the annual Christmas party, *Kids v Cops* cricket match, attendance at cultural and sporting events and other such experiences.
- 200 participants
  - 40 events

These six core programs are included within the scope of this evaluation.

It must be noted that Les Twentyman Foundation also provided a crisis housing facility for the use by Melbourne City Mission some years ago. This activity is excluded from this evaluation as the on-going operation of the facility is conducted solely by Melbourne City Mission.

The primary beneficiaries of LTF (the young people who access their programs), access the programs in many different permutations. To understand the creation of value experienced by young people and to avoid double counting, the primary beneficiaries were mapped to understand how they interact with the LTF core programs. For example, some people just access the Redskins basketball program, others access Redskins, Youth Leadership and Back to School.

The following diagram illustrates how stakeholders engage with the programs. The Leadership Program is drawn almost exclusively from the Redskins basketball team. Youth Support Service operates mostly independently of the other programs, while many young people experience a “wrap around” service and access many programs.

Figure 5 - Program boundaries and their relationship to the number of primary beneficiaries

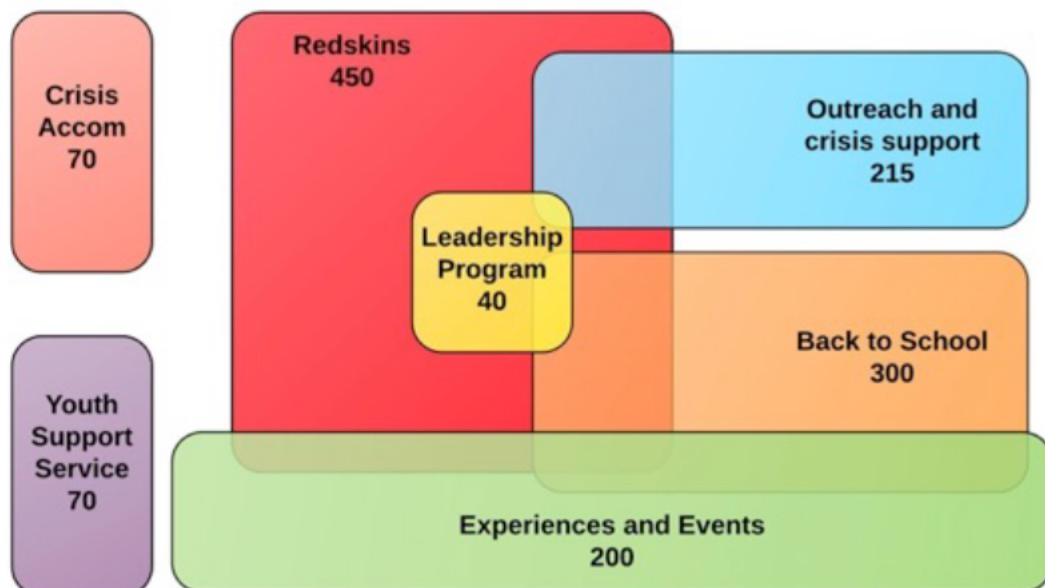
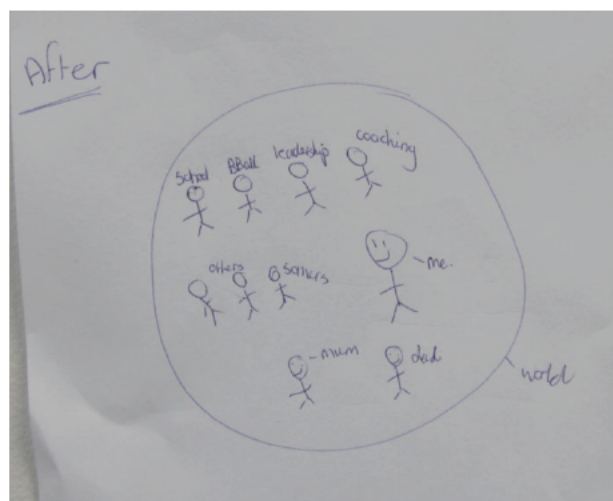
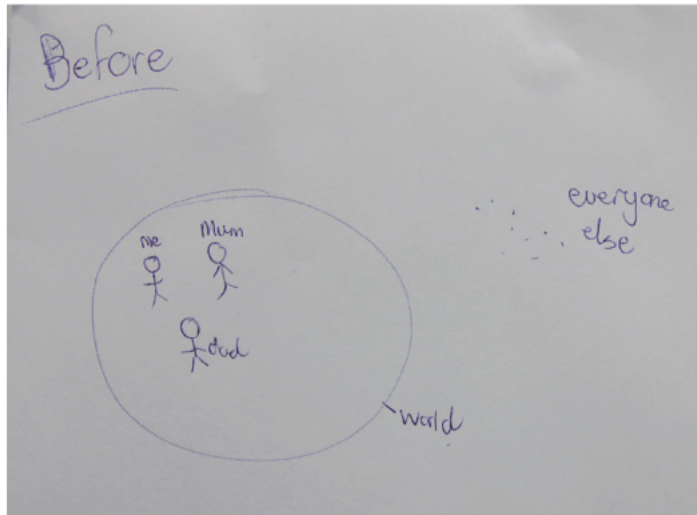




Figure 6 - Elegant depictions of change



POEM

My LIFE HAS CHANGED,  
FOR BETTER NOT WORSE,  
FROM A QUIRKY, ISOLATED BUT HAPPY <sup>YOUNG</sup> GIRL,  
TO AN OPEN, FRIENDLY AND TRUSTWORTHY PEER.  
TO FREE MY MIND, LET THEM IN,  
I'VE GAINED A FAMILY THAT MEAN SO MUCH TO ME.

# Stakeholder engagement

## Stakeholder segmentation

To further understand and define the programs and their relationships to the number of young people accessing the activities, the young people stakeholder group was segmented into 11 “personas.” This segmentation also provided scope for quantifying and valuing the distance travelled based on the background and experience of the young person with LTF and avoiding double counting of stakeholders and their outcomes.

Table 2 - Summary of young person personas used to segment the stakeholder group

Young person sub-group	# participants	Description
<b>Zara (“Player”)</b> Redskins basketball player	205	Zara plays basketball with Redskins after being introduced to the club through a friend. She loves playing basketball and the Redskins community, and sometimes needs financial support to participate.
<b>Simon (“Leader”)</b> Redskins and youth leadership	40	Simon receives general and holistic support from LTF. He joined Redskins after hearing about the club at school and after playing for a season was asked to join Youth Leadership. The Leadership Program has significantly transformed his life.
<b>Josh (“Supported player A”)</b>  This includes redskins basketball and outreach support.	100	Josh receives general, holistic and outreach support from LTF. He has been playing for Redskins for two years and is able to participate due to financial support from LTF in covering match fees and uniforms. An LTF staff member also drives him home after games and training. Josh's family faces some challenges including unemployment and poverty. LTF also provided Outreach support for Josh and his family in times of crisis.
<b>Amir (“Supported player B”)</b>  This includes Redskins basketball and back to school.	45	Amir receives general, holistic and educational support from LTF. He has been playing for Redskins for six months and is able to participate due to financial support from LTF in covering match fees and uniforms. Amir's family are recent immigrants to Australia from Somalia and they arrived with little possessions. Amir's parents do not speak much English and have struggled to find meaningful employment. LTF has provided support to Amir with books and school materials through Back to School that has encouraged him to stay in school and feel a part of his new community in Melbourne.
<b>Michelle (“Supported player C”)</b>  This includes redskins basketball, back to school and outreach support.	60	Michelle receives general, holistic and educational support from LTF. She has been playing for Redskins for two seasons and is able to participate due to financial support from LTF in covering match fees and uniforms. Michelle's Mum struggles with drug addiction and she lives between her mother's and her grandmother's homes. LTF has provided support to Michelle with books and school materials through Back to School and also supports the family by providing food, other educational support and drug rehab support for Michelle's mum.

Young person sub-group	# participants	Description
<b>Karin ("Learner")</b> Back to school support only.	110	Karin has been receiving material support from LTF for the last five years with provision of schoolbooks and materials through Back to School.
<b>Leanne ("Supported learner")</b> Back to school and outreach	55	Leanne has been receiving material support from LTF for the last three years with provision of schoolbooks and materials through Back to School. She and her mother have been victims of family violence and LTF has provided outreach support to them to support them in breaking free from further abuse.
<b>Aisha</b> Youth Support Service	70	Aisha has been allocated a LTF Youth Support Service support worker due to contact with Police after she was arrested for alleged criminal activity.
<b>Van</b> Outreach support <25 years of age	30	Van has been in contact with LTF for a number of years after they assisted his older brother with getting help for drug addiction. Van has got into some trouble with the police, and faces challenges at home due to his father's mental health problems that means he can't work and so the family struggles financially. Van's family receive ad hoc support from the LTF social workers when there's a crisis.
<b>Frank</b> Outreach support >25 years of age	55	Frank has been in contact with LTF for about 10 years. He has had a drug problem during most of his adult life and has recently been supported by LTF to get a funded detox bed for the second time.
<b>Adam</b> Kids Christmas party and other events and experiences	80	Adam and his Mum have attended the LTF annual Kids Christmas Party for the last few years after being referred by another agency. He may also have participated in other activities such as Cops v Kids cricket matches.

Figure 7 - Perspectives on change

Leadership has changed me because I used to be shy but now I have gained confidence. My Now I can trust people with anything.  
I have the power to change

## How stakeholders have been involved

This evaluation has been totally driven by the stakeholders who have experienced the change. Specifically they have been involved in the following way:

### Defining and identifying outcomes

Through workshops conducted with staff, parents, and the young people themselves, as well as one-to-one interviews with board members, local police and others, stakeholders have been directly responsible for identifying the outcomes that have arisen from the work of LTF. The stakeholders were selected by working with the LTF staff to identify 'representative' stakeholders in each group and to ensure their wellbeing was considered at all time. Much of this interaction was captured on film and two short films have been produced as a result. They can be viewed at <https://vimeo.com/163202605> and <https://vimeo.com/136284936> or at <http://thinkimpact.com.au/our-work/>

### Identifying levels of attribution, deadweight, drop-off and displacement

As part of the workshops held, stakeholders were engaged in innovative ways to explore attribution, deadweight, drop-off and displacement. The engagement methods include direct questioning, drawing pictures, group conversation and telling stories.

### Valuing outcomes

Stakeholders were also engaged in providing valuations for outcomes. A "revealed preference" approach was used in workshops to guide the subsequent valuations. It quickly became apparent through the engagement processes that stakeholders (and particularly the young people) experienced such profound value that many outcomes were given enthusiastic valuations such as "more than a million dollars". Applying the SROI principle of "not over-claiming" we have taken a conservative approach to valuation as outlined in SROI model.

Figure 8 - The start of a workshop





Figure 10 - When asked to draw life since LTF (or 20th Man) - from Youth Leadership participants



## Outcomes occurring

Following extensive group workshops conducted with young people, their parents and LTF staff, together with individual in-depth interviews and surveys, the following outcomes were identified for each major stakeholder group.

### Young people

There were seven outcomes common to most young people. These are:

1. **Increased physical wellbeing** – this outcome may manifest as increased participation in physical activity, increased personal safety, and improved diet.
2. **Increased emotional wellbeing** – this outcome manifests as improved confidence, improved emotional regulation and reduced substance abuse.
3. **Improved performance at school** – this outcome manifests as increased school attendance, improved participation while attending, and improved academic attainment.
4. **Strengthening social inclusion** – this outcome manifests as improved positive peer relationships, improved positive family relationships, and building active citizenship.
5. **Increased engagement with meaningful activity** – this outcome manifests as reduced contact with justice system and reduced destructive/anti-social behaviour.
6. **Increased employability** – this outcome manifests as improved employment skills and actual secured employment.
7. **Expanded aspirations** – this outcome manifests as improved employment aspirations and improved lifestyle aspirations.

The relative degree to which each segment or persona experiences each outcome varies depending of the challenges faced and the programs engaged in. The proportion of each stakeholder group that experienced each outcome is detailed in [Table 4 - Stakeholders Outcomes and Financial Proxies](#).

### **Families**

Many families (notably parents and siblings) of young people participating in LTF programs reported significantly reduced “stress and worry” associated with the changes experienced by their children and siblings. Many of their children were distancing themselves from family (some were completely estranged) prior to their contact with LTF. This **increased emotional wellbeing** is conservatively estimated to have occurred for at least 60 families in the LTF cohort. Further, these families have experienced significant **social inclusion** through joining what is often referred to as “the 20<sup>th</sup> Man Family”. The degree to which families have experienced these outcomes is detailed in [Table 4 - Stakeholders Outcomes and Financial Proxies](#).

### **Justice System**

It is conservatively estimated that at least 40 young people avoided detention through the work of Les Twentyman Foundation. The average period of detention of a young person based on Australian Institute of Health and Welfare data is 63 days. The justice system is therefore deemed to have experienced **reduced costs on the justice system** associated with that level of detention for those 40 young people.

### **Volunteers and supporters**

As with many not-for-profit organisations, their activity is supported by a group of dedicated volunteers and supporters. Interviews with supporters revealed that they experience significant **emotional wellbeing** associated with their participation in the work of LTF. Through their volunteer work they also report experiencing **strengthened social inclusion**. For a smaller number, they experience **increased employability** as their volunteer work builds employment skills and provides new connections.

# Valuing the change

## Example valuation

The following section illustrates the approach for valuing change. Social value is calculated by placing a financial value on the change commensurate with the degree of change experienced by stakeholders as a result of LTF activities. These financial values are known as *financial proxies*.

The social value is calculated as follows:

**Outcome incidence** = Potential stakeholders x % potential stakeholders that experience change

**Value** = Outcome incidence x Financial proxy

**Table 3** below is provided as an example for the approach used to determine the financial proxies for each outcome.

Table 3 - Outcome valuations

Outcome	Reason	Financial proxy	Reason
Increased physical wellbeing	% Agree or Strongly agree with statement: (LTF has helped me) "improve my fitness level"	\$327	One Season Basketball Registration Fee, uniforms, equipment etc.
Increased emotional wellbeing	% Agree or Strongly agree with statement: (LTF has helped me) "feel less depressed or anxious"	\$1245	Equivalent to cost of clinical psychologist / counselling session (10 per year)
Improved performance at school	% Agree or Strongly agree with statement: (LTF has helped me) "get better grades at school"	\$600	2 hours tutoring lesson per month for a year
Strengthening social inclusion	% Agree or Strongly agree with statement: (LTF has helped me) "make new friends" and "feel more like part of a community" [Average of both]	\$3,887	Average weekly spend by low and average wage earners in Victoria on recreation activities
Increased engagement in meaningful activity	% Agree or Strongly agree with statement: (LTF has helped me) "reduce self destructive behaviour", "be able to control myself whenever I have strong emotions" and "avoid getting into fights" [Average of all three]	\$3,746	Cost of policing to monitor anti-social behaviours of young people in the community
Increased employability	Conservative estimate based on workshops	\$15,794	Difference between annual Newstart allowance and minimum wage for 18 year old Administration officer over a year
Expanded aspirations	% Agree or Strongly agree with statement: (LTF has helped me) "feel happier about where my life is going"	\$8,093	Difference between average annual employee income persons of working age 25–59 years in 2011–12 dollars assuming completion of year 12 and average annual employee income persons of working age 25–59 years in 2011–12 dollars for completion of year 11 or below.



## Valuation summary

In 2015 the Les Twentyman Foundation provided significant support to over 700 young people and their families. This also resulted in substantial reduced costs to the justice system. The following table ([Table 4](#)) provides details of all stakeholders included in this evaluation, the outcomes they experienced, how it was measured and how those outcomes were valued.

Table 4 - Stakeholders Outcomes and Financial Proxies

Stakeholders			Outcomes						
Stakeholder	Programs	# Stakeholders	Outcome incidence				Financial Proxy		
			Outcome	How do we measure it?	Quantity (%) - Stakeholders experiencing change	Outcome Incidence Number of people experiencing change	Financial Proxy Description	Unit Cost	Source
Player - Zara	Redskins	205	1. Increased physical wellbeing	% Agree or Strongly agree with statement: (LTF has helped me) "improve my fitness level"	85%	174	One Season Basketball Registration Fee uniforms equipment etc.	\$327	Total cost to run Redskins per year = \$147 025. Divided by no. of player (450) = \$326.72
		205	2. Increased emotional wellbeing	% Agree or Strongly agree with statement: (LTF has helped me) "feel less depressed or anxious"	64%	131	Equivalent to cost of clinical psychologist / counselling session (10 per year)	\$1 245	Medicare rebate \$124.50 per session for up to 10 sessions can be claimed per calendar year (Sydney counselling website). Recommended hourly fee for psychologists in 2015-16 is \$238.
		205	3. Improved performance at school	% Agree or Strongly agree with statement: (LTF has helped me) "get better grades at school"	61%	125	2 hours tutoring lesson per month for a year	\$600	Specialist maths and english tuition (\$50 per class)
		205	4. Strengthening social inclusion	% Agree or Strongly agree with statement: (LTF has helped me) "make new friends" and "feel more like part of a community" [Average of both]	83%	170	Average weekly spend by low and average wage earners in Victoria on recreation activities	\$3 887	Australian Bureau of Statistics Household Expenditure Survey Australia: Summary of Results 2009-10
		205	5. Increased engagement in meaningful activity	% Agree or Strongly agree with statement: (LTF has helped me) "reduce self destructive behaviour" "be able to control myself whenever I have strong emotions" and "avoid getting into fights" [Average of all three]	72%	148	Cost of policing to monitor anti-social behaviours of young people in the community	\$3 746	The additional cost of policing was calculated by first determining the average annual base wage for a Constable Level 3 in the Vic Police Force being \$66 717 per annum for a 38 hour week over 45 weeks = \$39.02 per hour. Next % of time dedicated to policing "anti-social behaviour" on the street per annum was determined by assuming one incident per month occurred (12 incidents per annum) which took 4 hours to resolve and required 2 police officers to address: \$39.02 x 12 x 4 x 2 = \$3 746.00.
		205	6. Increased employability	Conservative estimate based on workshops	20%	41	Difference between annual Newstart allowance and minimum wage for 18 year old Administration officer over a year	\$15 794	Australian Government Fair Work Ombudsman Minimum wages for 18 year old Administration Officer= \$14.88 per hour and Australian Government DHS Payment rates for NewStart Allowance - single no children = \$523.44 per fortnight
		205	7. Expanded aspirations	% Agree or Strongly agree with statement: (LTF has helped me) "feel happier about where my life is going"	66%	135	Difference between average annual employee income persons of working age 25-59 years in 2011-12 dollars assuming completion of year 12 and average annual employee income persons of working age 25-59 years in 2011-12 dollars for completion of year 11 or below.	\$8 093	NATSEM calculation from 2009-10 Survey of Income and Housing Basic Confidentialised Unit Record File. Difference between average annual earnings for 20-24 year old vs average annual earnings for 20-24 who completed year 11 or lower is an indication of the extent to which their career and life aspirations have stayed on track based on the assumption that ongoing aspiration (and success) is linked to educational outcomes
Leader - Simon	Redskins Youth leadership	40	1. Increased physical wellbeing	% Agree or Strongly agree with statement: (LTF has helped me) "improve my fitness level"	85%	34	One Season Basketball Registration Fee uniforms equipment etc.	\$327	Total cost to run Redskins per year = \$147 025. Divided by no. of player (450) = \$326.72
		40	2. Increased emotional wellbeing	Based on Leadership workshop	100%	40	Equivalent to cost of clinical psychologist / counselling session (10 per year)	\$1 245	Medicare rebate \$124.50 per session for up to 10 sessions can be claimed per calendar year (Sydney counselling website). Recommended hourly fee for psychologists in 2015-16 is \$238.
		40	3. Improved performance at school	% Agree or Strongly agree with statement: (LTF has helped me) "get better grades at school"	61%	24	2 hours tutoring lesson per month for a year	\$600	Specialist maths and english tuition (\$50 per class)
		40	4. Strengthening social inclusion	% Agree or Strongly agree with statement: (LTF has helped me) "make new friends" and "feel more like part of a community" [Average of both]	83%	33	Average weekly spend by low and average wage earners in Victoria on recreation activities	\$3 887	Australian Bureau of Statistics Household Expenditure Survey Australia: Summary of Results 2009-10
		40	5. Increased engagement in meaningful activity	% Agree or Strongly agree with statement: (LTF has helped me) "reduce self destructive behaviour" "be able to control myself whenever I have strong emotions" and "avoid getting into fights" [Average of all three]	72%	29	Cost of policing to monitor anti-social behaviours of young people in the community	\$3 746	The additional cost of policing was calculated by first determining the average annual base wage for a Constable Level 3 in the Vic Police Force being \$66 717 per annum for a 38 hour week over 45 weeks = \$39.02 per hour. Next % of time dedicated to policing "anti-social behaviour" on the street per annum was determined by assuming one incident per month occurred (12 incidents per annum) which took 4 hours to resolve and required 2 police officers to address: \$39.02 x 12 x 4 x 2 = \$3 746.00.
		40	6. Increased employability	Conservative estimate based on workshops	60%	24	Difference between annual Newstart allowance and minimum wage for 18 year old Administration officer over a year	\$15 794	Australian Government Fair Work Ombudsman Minimum wages for 18 year old Administration Officer= \$14.88 per hour and Australian Government DHS Payment rates for NewStart Allowance - single no children = \$523.44 per fortnight
		40	7. Expanded aspirations	Based on Leadership workshop	90%	36	Difference between average annual employee income persons of working age 25-59 years in 2011-12 dollars assuming completion of year 12 and average annual employee income persons of working age 25-59 years in 2011-12 dollars for completion of year 11 or below.	\$8 093	NATSEM calculation from 2009-10 Survey of Income and Housing Basic Confidentialised Unit Record File. Difference between average annual earnings for 20-24 year old vs average annual earnings for 20-24 who completed year 11 or lower is an indication of the extent to which their career and life aspirations have stayed on track based on the assumption that ongoing aspiration (and success) is linked to educational outcomes
Supported Player A -	Redskins	100	1. Increased physical wellbeing	% Agree or Strongly agree with statement: (LTF has helped me) "improve my fitness level"	85%	85	One Season Basketball Registration Fee uniforms equipment etc.	\$327	Total cost to run Redskins per year = \$147 025. Divided by no. of player (450) = \$326.72
		100	2. Increased emotional wellbeing	% Agree or Strongly agree with statement: (LTF has helped me) "feel less depressed or anxious"	64%	64	Equivalent to cost of clinical psychologist / counselling session (10 per year)	\$1 245	Medicare rebate \$124.50 per session for up to 10 sessions can be claimed per calendar year (Sydney counselling website). Recommended hourly fee for psychologists in 2015-16 is \$238.
		100	3. Improved performance at school	% Agree or Strongly agree with statement: (LTF has helped me) "get better grades at school"	61%	61	2 hours tutoring lesson per month for a year	\$600	Specialist maths and english tuition (\$50 per class)
		100	4. Strengthening social inclusion	% Agree or Strongly agree with statement: (LTF has helped me) "make new friends" and "feel more like part of a community" [Average of both]	83%	83	Average weekly spend by low and average wage earners in Victoria on recreation activities	\$3 887	Australian Bureau of Statistics Household Expenditure Survey Australia: Summary of Results 2009-10
		100	5. Increased engagement in meaningful activity	% Agree or Strongly agree with statement: (LTF has helped me) "reduce self destructive behaviour" "be able to control myself whenever I have strong emotions" and "avoid getting into fights" [Average of all three]	72%	72	Cost of policing to monitor anti-social behaviours of young people in the community	\$3 746	The additional cost of policing was calculated by first determining the average annual base wage for a Constable Level 3 in the Vic Police Force being \$66 717 per annum for a 38 hour week over 45 weeks = \$39.02 per hour. Next % of time dedicated to policing "anti-social behaviour" on the street per annum was determined by assuming one incident per month occurred (12 incidents per annum) which took 4 hours to resolve and required 2 police officers to address: \$39.02 x 12 x 4 x 2 = \$3 746.00.

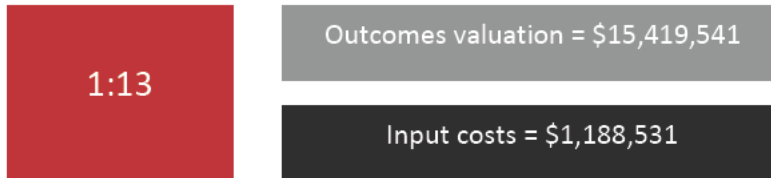
Stakeholders			Outcomes					
Stakeholder	Programs	# Stakeholders	Outcome incidence		Outcome Incidence Number of people experiencing change	Financial Proxy Description	Unit Cost	Financial Proxy
			Outcome	How do we measure it?				
Supported Player B - Amir	Redskins Back to School	45	1. Increased physical wellbeing	% Agree or Strongly agree with statement: (LTF has helped me) "improve my fitness level"	95%	43	One Season Basketball Registration Fee uniforms equipment etc.	\$327 Total cost to run Redskins per year = \$147 025. Divided by no. of player (450) = \$326.72
		45	2. Increased emotional wellbeing	% Agree or Strongly agree with statement: (LTF has helped me) "feel less depressed or anxious"	75%	34	Equivalent to cost of clinical psychologist / counselling session (10 per year)	\$1 245 Medicare rebate \$124.50 per session for up to 10 sessions can be claimed per calendar year (Sydney counselling website). Recommended hourly fee for psychologists in 2015-16 is \$238.
		45	3. Improved performance at school	% Agree or Strongly agree with statement: (LTF has helped me) "get better grades at school"	75%	34	2 hours tutoring lesson per month for a year	\$600 Specialist maths and english tuition (\$50 per class)
		45	4. Strengthening social inclusion	% Agree or Strongly agree with statement: (LTF has helped me) "make new friends" and "feel more like part of a community" [Average of both]	85%	38	Average weekly spend by low and average wage earners in Victoria on recreation activities	\$3 887 Australian Bureau of Statistics Household Expenditure Survey Australia: Summary of Results 2009-10
		45	5. Increased engagement in meaningful activity	% Agree or Strongly agree with statement: (LTF has helped me) "reduce self destructive behaviour" "be able to control myself whenever I have strong emotions" and "avoid getting into fights" [Average of all three]	40%	18	Cost of policing to monitor anti-social behaviours of young people in the community	\$3 746 The additional cost of policing was calculated by first determining the average annual base wage for a Constable Level 3 in the Vic Police Force being \$66 717 per annum for a 38 hour week over 45 weeks = \$39.02 per hour. Next % of time dedicated to policing "anti-social behaviour" on the street per annum was determined by assuming one incident per month occurred (12 incidents per annum) which took 4 hours to resolve and required 2 police officers to address: \$39.02 x 12 x 4 x 2= \$3 746.00.
		45	6. Increased employability	Conservative estimate based on workshops	25%	11	Difference between annual Newstart allowance and minimum wage for 18 year old Administration officer over a year	\$15 794 Australian Government Fair Work Ombudsman Minimum wages for 18 year old Administration Officer= \$14.88 per hour and Australian Government DHS Payment rates for NewStart Allowance - single no children = \$523.44 per fortnight
		45	7. Expanded aspirations	% Agree or Strongly agree with statement: (LTF has helped me) "feel happier about where my life is going"	60%	27	Difference between average annual employee income persons of working age 25-59 years in 2011-12 dollars assuming completion of year 12 and average annual employee income persons of working age 25-59 years in 2011-12 dollars for completion of year 11 or below.	\$8 093 NATSEM calculation from 2009-10 Survey of Income and Housing Basic Confidentialized Unit Record File. Difference between average annual earnings for 20-24 year old vs average annual earnings for 20-24 who completed year 11 or lower is an indication of the extent to which their career and life aspirations have stayed on track based on the assumption that ongoing aspiration (and success) is linked to educational outcomes
Supported Player C - Michelle	Redskins Back to School Outreach	60	1. Increased physical wellbeing	% Agree or Strongly agree with statement: (LTF has helped me) "improve my fitness level"	85%	51	One Season Basketball Registration Fee uniforms equipment etc.	\$327 Total cost to run Redskins per year = \$147 025. Divided by no. of player (450) = \$326.72
		60	2. Increased emotional wellbeing	% Agree or Strongly agree with statement: (LTF has helped me) "feel less depressed or anxious"	64%	38	Equivalent to cost of clinical psychologist / counselling session (10 per year)	\$1 245 Medicare rebate \$124.50 per session for up to 10 sessions can be claimed per calendar year (Sydney counselling website). Recommended hourly fee for psychologists in 2015-16 is \$238.
		60	3. Improved performance at school	% Agree or Strongly agree with statement: (LTF has helped me) "get better grades at school"	61%	37	2 hours tutoring lesson per month for a year	\$600 Specialist maths and english tuition (\$50 per class)
		60	4. Strengthening social inclusion	% Agree or Strongly agree with statement: (LTF has helped me) "make new friends" and "feel more like part of a community" [Average of both]	83%	50	Average weekly spend by low and average wage earners in Victoria on recreation activities	\$3 887 Australian Bureau of Statistics Household Expenditure Survey Australia: Summary of Results 2009-10
		60	5. Increased engagement in meaningful activity	% Agree or Strongly agree with statement: (LTF has helped me) "reduce self destructive behaviour" "be able to control myself whenever I have strong emotions" and "avoid getting into fights" [Average of all three]	72%	43	Cost of policing to monitor anti-social behaviours of young people in the community	\$3 746 The additional cost of policing was calculated by first determining the average annual base wage for a Constable Level 3 in the Vic Police Force being \$66 717 per annum for a 38 hour week over 45 weeks = \$39.02 per hour. Next % of time dedicated to policing "anti-social behaviour" on the street per annum was determined by assuming one incident per month occurred (12 incidents per annum) which took 4 hours to resolve and required 2 police officers to address: \$39.02 x 12 x 4 x 2= \$3 746.00.
		60	6. Increased employability	Conservative estimate based on workshops	20%	12	Difference between annual Newstart allowance and minimum wage for 18 year old Administration officer over a year	\$15 794 Australian Government Fair Work Ombudsman Minimum wages for 18 year old Administration Officer= \$14.88 per hour and Australian Government DHS Payment rates for NewStart Allowance - single no children = \$523.44 per fortnight
		60	7. Expanded aspirations	% Agree or Strongly agree with statement: (LTF has helped me) "feel happier about where my life is going"	66%	40	Difference between average annual employee income persons of working age 25-59 years in 2011-12 dollars assuming completion of year 12 and average annual employee income persons of working age 25-59 years in 2011-12 dollars for completion of year 11 or below.	\$8 093 NATSEM calculation from 2009-10 Survey of Income and Housing Basic Confidentialized Unit Record File. Difference between average annual earnings for 20-24 year old vs average annual earnings for 20-24 who completed year 11 or lower is an indication of the extent to which their career and life aspirations have stayed on track based on the assumption that ongoing aspiration (and success) is linked to educational outcomes
Learner - Karin	Back to School	110	1. Increased physical wellbeing	Based on face-to-face interviews and staff observation	5%	6	One Season Basketball Registration Fee uniforms equipment etc.	\$327 Total cost to run Redskins per year = \$147 025. Divided by no. of player (450) = \$326.72
		110	2. Increased emotional wellbeing	Based on face-to-face interviews and staff observation	25%	28	Equivalent to cost of clinical psychologist / counselling session (10 per year)	\$1 245 Medicare rebate \$124.50 per session for up to 10 sessions can be claimed per calendar year (Sydney counselling website). Recommended hourly fee for psychologists in 2015-16 is \$238.
		110	3. Improved performance at school	Based on face-to-face interviews and staff observation	75%	83	2 hours tutoring lesson per month for a year	\$600 Specialist maths and english tuition (\$50 per class)
		110	4. Strengthening social inclusion	Based on face-to-face interviews and staff observation	25%	28	Average weekly spend by low and average wage earners in Victoria on recreation activities	\$3 887 Australian Bureau of Statistics Household Expenditure Survey Australia: Summary of Results 2009-10
		110	5. Increased engagement in meaningful activity	Based on face-to-face interviews and staff observation	40%	44	Cost of policing to monitor anti-social behaviours of young people in the community	\$3 746 The additional cost of policing was calculated by first determining the average annual base wage for a Constable Level 3 in the Vic Police Force being \$66 717 per annum for a 38 hour week over 45 weeks = \$39.02 per hour. Next % of time dedicated to policing "anti-social behaviour" on the street per annum was determined by assuming one incident per month occurred (12 incidents per annum) which took 4 hours to resolve and required 2 police officers to address: \$39.02 x 12 x 4 x 2= \$3 746.00.
		110	6. Increased employability	Based on face-to-face interviews and staff observation	25%	28	Difference between annual Newstart allowance and minimum wage for 18 year old Administration officer over a year	\$15 794 Australian Government Fair Work Ombudsman Minimum wages for 18 year old Administration Officer= \$14.88 per hour and Australian Government DHS Payment rates for NewStart Allowance - single no children = \$523.44 per fortnight
		110	7. Expanded aspirations	Based on face-to-face interviews and staff observation	30%	33	Difference between average annual employee income persons of working age 25-59 years in 2011-12 dollars assuming completion of year 12 and average annual employee income persons of working age 25-59 years in 2011-12 dollars for completion of year 11 or below.	\$8 093 NATSEM calculation from 2009-10 Survey of Income and Housing Basic Confidentialized Unit Record File. Difference between average annual earnings for 20-24 year old vs average annual earnings for 20-24 who completed year 11 or lower is an indication of the extent to which their career and life aspirations have stayed on track based on the assumption that ongoing aspiration (and success) is linked to educational outcomes

Stakeholders			Outcomes						
Stakeholder	Programs	# Stakeholders	Outcome incidence			Financial Proxy			
			Outcome	How do we measure it?	Quantity (%) - Stakeholders experiencing change	Outcome Incidence Number of people experiencing change	Financial Proxy Description	Unit Cost	Source
Supported learner - <b>Leanne</b>	Back to School Outreach	55	1. Increased physical wellbeing	Based on face-to-face interviews and staff observation	5%	3	One Season Basketball Registration Fee uniforms equipment etc.	\$327	Total cost to run Redskins per year = \$147 025. Divided by no. of player (450) = \$326.72
		55	2. Increased emotional wellbeing	Based on face-to-face interviews and staff observation	50%	28	Equivalent to cost of clinical psychologist / counselling session (10 per year)	\$1 245	Medicare rebate \$124.50 per session for up to 10 sessions can be claimed per calendar year (Sydney counselling website). Recommended hourly fee for psychologists in 2015-16 is \$238.
		55	3. Improved performance at school	Based on face-to-face interviews and staff observation	75%	41	2 hours tutoring lesson per month for a year	\$600	Specialist maths and english tuition (\$50 per class)
		55	4. Strengthening social inclusion	Based on face-to-face interviews and staff observation	50%	28	Average weekly spend by low and average wage earners in Victoria on recreation activities	\$3 887	Australian Bureau of Statistics Household Expenditure Survey Australia: Summary of Results 2009-10
		55	5. Increased engagement in meaningful activity	Based on face-to-face interviews and staff observation	50%	28	Cost of policing to monitor anti-social behaviours of young people in the community	\$3 746	The additional cost of policing was calculated by first determining the average annual base wage for a Constable Level 3 in the Vic Police Force being \$66 717 per annum for a 38 hour week over 45 weeks = \$39.02 per hour. Next % of time dedicated to policing "anti-social behaviour" on the street per annum was determined by assuming one incident per month occurred (12 incidents per annum) which took 4 hours to resolve and required 2 police officers to address: \$39.02 x 12 x 4 x 2= \$3 746.00.
		55	6. Increased employability	Based on face-to-face interviews and staff observation	25%	14	Difference between annual Newstart allowance and minimum wage for 18 year old Administration officer over a year	\$15 794	Australian Government Fair Work Ombudsman Minimum wages for 18 year old Administration Officers= \$14.88 per hour and Australian Government DHS Payment rates for NewStart Allowance - single no children = \$523.44 per fortnight
		55	7. Expanded aspirations	Based on face-to-face interviews and staff observation	80%	44	Difference between average annual employee income persons of working age 25-59 years in 2011-12 dollars assuming completion of year 12 and average annual employee income persons of working age 25-59 years in 2011-12 dollars for completion of year 11 or below.	\$8 093	NATSEM calculation from 2009-10 Survey of Income and Housing Basic Confidentialised Unit Record File. Difference between average annual earnings for 20-24 year old vs average annual earnings for 20-24 who completed year 11 or lower is an indication of the extent to which their career and life aspirations have stayed on track based on the assumption that ongoing aspiration (and success) is linked to educational outcomes
Outreach support <25 years - <b>Van</b>	Outreach <25 years	30	1. Increased physical wellbeing	Based on face-to-face interviews and staff observation	5%	2	One Season Basketball Registration Fee uniforms equipment etc.	\$327	Total cost to run Redskins per year = \$147 025. Divided by no. of player (450) = \$326.72
		30	2. Increased emotional wellbeing	Based on face-to-face interviews and staff observation	50%	15	Equivalent to cost of clinical psychologist / counselling session (10 per year)	\$1 245	Medicare rebate \$124.50 per session for up to 10 sessions can be claimed per calendar year (Sydney counselling website). Recommended hourly fee for psychologists in 2015-16 is \$238.
		30	3. Improved performance at school	Based on face-to-face interviews and staff observation	25%	8	2 hours tutoring lesson per month for a year	\$600	Specialist maths and english tuition (\$50 per class)
		30	4. Strengthening social inclusion	Based on face-to-face interviews and staff observation	50%	15	Average weekly spend by low and average wage earners in Victoria on recreation activities	\$3 887	Australian Bureau of Statistics Household Expenditure Survey Australia: Summary of Results 2009-10
		30	5. Increased engagement in meaningful activity	Based on face-to-face interviews and staff observation	40%	12	Cost of policing to monitor anti-social behaviours of young people in the community	\$3 746	The additional cost of policing was calculated by first determining the average annual base wage for a Constable Level 3 in the Vic Police Force being \$66 717 per annum for a 38 hour week over 45 weeks = \$39.02 per hour. Next % of time dedicated to policing "anti-social behaviour" on the street per annum was determined by assuming one incident per month occurred (12 incidents per annum) which took 4 hours to resolve and required 2 police officers to address: \$39.02 x 12 x 4 x 2= \$3 746.00.
		30	6. Increased employability	Based on face-to-face interviews and staff observation	5%	2	Difference between annual Newstart allowance and minimum wage for 18 year old Administration officer over a year	\$15 794	Australian Government Fair Work Ombudsman Minimum wages for 18 year old Administration Officers= \$14.88 per hour and Australian Government DHS Payment rates for NewStart Allowance - single no children = \$523.44 per fortnight
		30	7. Expanded aspirations	Based on face-to-face interviews and staff observation	80%	24	Difference between average annual employee income persons of working age 25-59 years in 2011-12 dollars assuming completion of year 12 and average annual employee income persons of working age 25-59 years in 2011-12 dollars for completion of year 11 or below.	\$8 093	NATSEM calculation from 2009-10 Survey of Income and Housing Basic Confidentialised Unit Record File. Difference between average annual earnings for 20-24 year old vs average annual earnings for 20-24 who completed year 11 or lower is an indication of the extent to which their career and life aspirations have stayed on track based on the assumption that ongoing aspiration (and success) is linked to educational outcomes
Outreach support >25 years - <b>Frank</b>	Outreach >25 years	55	1. Increased physical wellbeing	Based on face-to-face interviews and staff observation	5%	3	One Season Basketball Registration Fee uniforms equipment etc.	\$327	Total cost to run Redskins per year = \$147 025. Divided by no. of player (450) = \$326.72
		55	2. Increased emotional wellbeing	Based on face-to-face interviews and staff observation	50%	28	Equivalent to cost of clinical psychologist / counselling session (10 per year)	\$1 245	Medicare rebate \$124.50 per session for up to 10 sessions can be claimed per calendar year (Sydney counselling website). Recommended hourly fee for psychologists in 2015-16 is \$238.
		55	3. Improved performance at school	Based on face-to-face interviews and staff observation	0%	0	2 hours tutoring lesson per month for a year	\$600	Specialist maths and english tuition (\$50 per class)
		55	4. Strengthening social inclusion	Based on face-to-face interviews and staff observation	50%	28	Average weekly spend by low and average wage earners in Victoria on recreation activities	\$3 887	Australian Bureau of Statistics Household Expenditure Survey Australia: Summary of Results 2009-10
		55	5. Increased engagement in meaningful activity	Based on face-to-face interviews and staff observation	60%	33	Cost of policing to monitor anti-social behaviours of young people in the community	\$3 746	The additional cost of policing was calculated by first determining the average annual base wage for a Constable Level 3 in the Vic Police Force being \$66 717 per annum for a 38 hour week over 45 weeks = \$39.02 per hour. Next % of time dedicated to policing "anti-social behaviour" on the street per annum was determined by assuming one incident per month occurred (12 incidents per annum) which took 4 hours to resolve and required 2 police officers to address: \$39.02 x 12 x 4 x 2= \$3 746.00.
		55	6. Increased employability	Based on face-to-face interviews and staff observation	20%	11	Difference between annual Newstart allowance and minimum wage for 18 year old Administration officer over a year	\$15 794	Australian Government Fair Work Ombudsman Minimum wages for 18 year old Administration Officers= \$14.88 per hour and Australian Government DHS Payment rates for NewStart Allowance - single no children = \$523.44 per fortnight
		55	7. Expanded aspirations	Based on face-to-face interviews and staff observation	20%	11	Difference between average annual employee income persons of working age 25-59 years in 2011-12 dollars assuming completion of year 12 and average annual employee income persons of working age 25-59 years in 2011-12 dollars for completion of year 11 or below.	\$8 093	NATSEM calculation from 2009-10 Survey of Income and Housing Basic Confidentialised Unit Record File. Difference between average annual earnings for 20-24 year old vs average annual earnings for 20-24 who completed year 11 or lower is an indication of the extent to which their career and life aspirations have stayed on track based on the assumption that ongoing aspiration (and success) is linked to educational outcomes

Stakeholders			Outcomes						
Stakeholder	Programs	# Stakeholders	Outcome incidence			Financial Proxy			
			Outcome	How do we measure it?	Quantity (%) Stakeholders experiencing change	Outcome Incidence Number of people experiencing change	Financial Proxy Description	Unit Cost	Source
YSS - Aisha	YSS	70	1. Increased physical wellbeing	Based on face-to-face interviews and staff observation	5%	4	One Season Basketball Registration Fee uniforms equipment etc.	\$327	Total cost to run Redskins per year = \$147 025. Divided by no. of player (450) = \$326.72
		70	2. Increased emotional wellbeing	Based on face-to-face interviews and staff observation	50%	35	Equivalent to cost of clinical psychologist / counselling session (10 per year)	\$1 245	Medicare rebate \$124.50 per session for up to 10 sessions can be claimed per calendar year (Sydney counselling website). Recommended hourly fee for psychologists in 2015-16 is \$238.
		70	3. Improved performance at school	Based on face-to-face interviews and staff observation	25%	18	2 hours tutoring lesson per month for a year	\$600	Specialist maths and english tuition (\$50 per class)
		70	4. Strengthening social inclusion	Based on face-to-face interviews and staff observation	50%	35	Average weekly spend by low and average wage earners in Victoria on recreation activities	\$3 887	Australian Bureau of Statistics Household Expenditure Survey Australia: Summary of Results 2009-10
		70	5. Increased engagement in meaningful activity	% Observed to be experiencing "differences in their life that is going in a positive direction" and "Self reliant; If they stick to their plan they can see a brighter future for themselves"	46%	32	Cost of policing to monitor anti-social behaviours of young people in the community	\$3 746	The additional cost of policing was calculated by first determining the average annual base wage for a Constable Level 3 in the Vic Police Force being \$66 717 per annum for a 38 hour week over 45 weeks = \$39.02 per hour. Next % of time dedicated to policing "anti-social behaviour" on the street per annum was determined by assuming one incident per month occurred (12 incidents per annum) which took 4 hours to resolve and required 2 police officers to address: \$39.02 x 12 x 4 x 2= \$3 746.00.
		70	6. Increased employability	Based on face-to-face interviews and staff observation	5%	4	Difference between annual Newstart allowance and minimum wage for 18 year old Administration officer over a year	\$15 794	Australian Government Fair Work Ombudsman Minimum wages for 18 year old Administration Officers = \$14.88 per hour and Australian Government DHS Payment rates for NewStart Allowance - single no children = \$523.44 per fortnight
		70	7. Expanded aspirations	% Observed to be experiencing "differences in their life that is going in a positive direction" and "Self reliant; If they stick to their plan they can see a brighter future for themselves"	46%	32	Difference between average annual employee income persons of working age 25-59 years in 2011-12 dollars assuming completion of year 12 and average annual employee income persons of working age 25-59 years in 2011-12 dollars for completion of year 11 or below.	\$8 093	NATSEM calculation from 2009-10 Survey of Income and Housing Basic Confidentialised Unit Record File. Difference between average annual earnings for 20-24 year old vs average annual earnings for 20-24 who completed year 11 or lower is an indication of the extent to which their career and life aspirations have stayed on track based on the assumption that ongoing aspiration (and success) is linked to educational outcomes
Unique experiences - Adam	Kids Christmas Party other events / experiences	80	1. Increased physical wellbeing	Based on face-to-face interviews and staff observation	0%	0	One Season Basketball Registration Fee uniforms equipment etc.	\$327	Total cost to run Redskins per year = \$147 025. Divided by no. of player (450) = \$326.72
		80	2. Increased emotional wellbeing	Based on face-to-face interviews and staff observation	80%	64	Equivalent to cost of clinical psychologist / counselling session (10 per year)	\$1 245	Medicare rebate \$124.50 per session for up to 10 sessions can be claimed per calendar year (Sydney counselling website). Recommended hourly fee for psychologists in 2015-16 is \$238.
		80	3. Improved performance at school	Based on face-to-face interviews and staff observation	0%	0	2 hours tutoring lesson per month for a year	\$600	Specialist maths and english tuition (\$50 per class)
		80	4. Strengthening social inclusion	Based on face-to-face interviews and staff observation	25%	20	Average weekly spend by low and average wage earners in Victoria on recreation activities	\$3 887	Australian Bureau of Statistics Household Expenditure Survey Australia: Summary of Results 2009-10
		80	5. Increased engagement in meaningful activity	Based on face-to-face interviews and staff observation	25%	20	Cost of policing to monitor anti-social behaviours of young people in the community	\$3 746	The additional cost of policing was calculated by first determining the average annual base wage for a Constable Level 3 in the Vic Police Force being \$66 717 per annum for a 38 hour week over 45 weeks = \$39.02 per hour. Next % of time dedicated to policing "anti-social behaviour" on the street per annum was determined by assuming one incident per month occurred (12 incidents per annum) which took 4 hours to resolve and required 2 police officers to address: \$39.02 x 12 x 4 x 2= \$3 746.00.
		80	6. Increased employability	Based on face-to-face interviews and staff observation	0%	0	Difference between annual Newstart allowance and minimum wage for 18 year old Administration officer over a year	\$15 794	Australian Government Fair Work Ombudsman Minimum wages for 18 year old Administration Officers = \$14.88 per hour and Australian Government DHS Payment rates for NewStart Allowance - single no children = \$523.44 per fortnight
		80	7. Expanded aspirations	Based on face-to-face interviews and staff observation	50%	40	Difference between average annual employee income persons of working age 25-59 years in 2011-12 dollars assuming completion of year 12 and average annual employee income persons of working age 25-59 years in 2011-12 dollars for completion of year 11 or below.	\$8 093	NATSEM calculation from 2009-10 Survey of Income and Housing Basic Confidentialised Unit Record File. Difference between average annual earnings for 20-24 year old vs average annual earnings for 20-24 who completed year 11 or lower is an indication of the extent to which their career and life aspirations have stayed on track based on the assumption that ongoing aspiration (and success) is linked to educational outcomes
Families and significant others of young people	n/a	600	2. Increased emotional wellbeing	Based on parent workshop	40%	240	Equivalent to cost of clinical psychologist / counselling session (10 per year)	\$1 245	Medicare rebate \$124.50 per session for up to 10 sessions can be claimed per calendar year (Sydney counselling website). Recommended hourly fee for psychologists in 2015-16 is \$238.
		600	4. Strengthening social inclusion	Based on parent workshop	40%	240	Average weekly spend by low and average wage earners in Victoria on recreation activities	\$3 887	Australian Bureau of Statistics Household Expenditure Survey Australia: Summary of Results 2009-10
Justice system (including police, courts, juvenile justice, and correctional)	n/a	30	8. Reduced costs on the justice system	Based on half of the 46% of YSS participants who are observed to be experiencing "differences in their life that is going in a positive direction" and "Self reliant; If they stick to their plan they can see a brighter future for themselves" (16) plus an estimated 2% of participants in other programs (14). Total estimated potentially avoided detentions = 30	50%	15	The average cost of detention per young person was calculated based on the median duration of detention (days) and the total cost of detention per detainee per day. The median duration of detention was determined based on AIHW Youth Justice data to be 63 days and the total cost per detainee per day was calculated as \$556 based on Juvenile Justice data. This amounted to an average cost of detention per young person as \$35 028.	\$35 028	New South Wales Government Department of Juvenile Justice A Strategic Review of the NSW Juvenile Justice System. Australian Institute of Health and Welfare Youth Justice in Australia 2011 -12.
20th Man volunteers and supporters (including Board)	n/a	20	2. Increased emotional wellbeing	Based on interviews with board and observation	75%	15	Equivalent to cost of clinical psychologist / counselling session (10 per year)	\$1 245	Medicare rebate \$124.50 per session for up to 10 sessions can be claimed per calendar year (Sydney counselling website). Recommended hourly fee for psychologists in 2015-16 is \$238.
		20	4. Strengthening social inclusion	Based on interviews with board and observation	25%	5	Average weekly spend by low and average wage earners in Victoria on recreation activities	\$3 887	Australian Bureau of Statistics Household Expenditure Survey Australia: Summary of Results 2009-10
		20	6. Increased employability	Based on interviews with board and observation	5%	1	Difference between annual Newstart allowance and minimum wage for 18 year old Administration officer over a year	\$15 794	Australian Government Fair Work Ombudsman Minimum wages for 18 year old Administration Officers = \$14.88 per hour and Australian Government DHS Payment rates for NewStart Allowance - single no children = \$523.44 per fortnight

# The social value results

For every dollar invested in the Les Twentyman Foundation, this evaluation found that \$13 of social value is created.



In total, the work of the Les Twentyman Foundation (formerly 20<sup>th</sup> Man Fund) produced over \$15.4M in social value for its stakeholders during 2015.

As illustrated in [Figure 11](#) below, young people who are the intended beneficiaries of their programs experience the majority of this value (\$13.4M). A further conservative estimate of \$738,139 is experienced by the justice system in reduced costs of detention as a direct result of the diversionary work of the Foundation. A further \$1.2m is experienced by families of young people participating in the LTF programs, with volunteers and supporters experiencing a further \$52,558 in emotional wellbeing and social inclusion.

**Present value created for summarised stakeholder group**

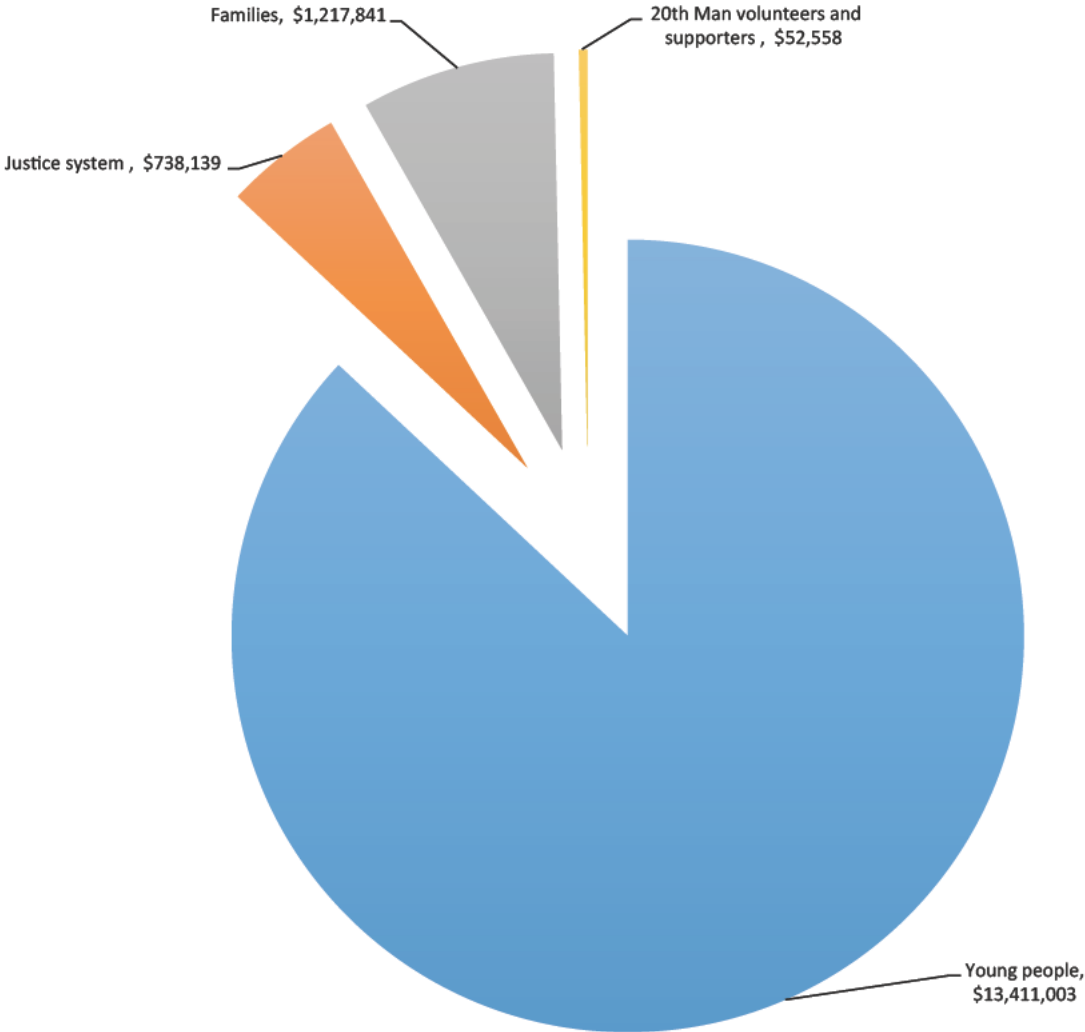


Figure 11 - Total social value created by stakeholder group

Figure 12 illustrates the total present value created by LTF by outcome. The outcome with the greatest value was expanded aspirations experienced by young people. Strengthening social inclusion was an outcome experienced by young people, volunteers and families of participants and created the next highest social value by outcome.

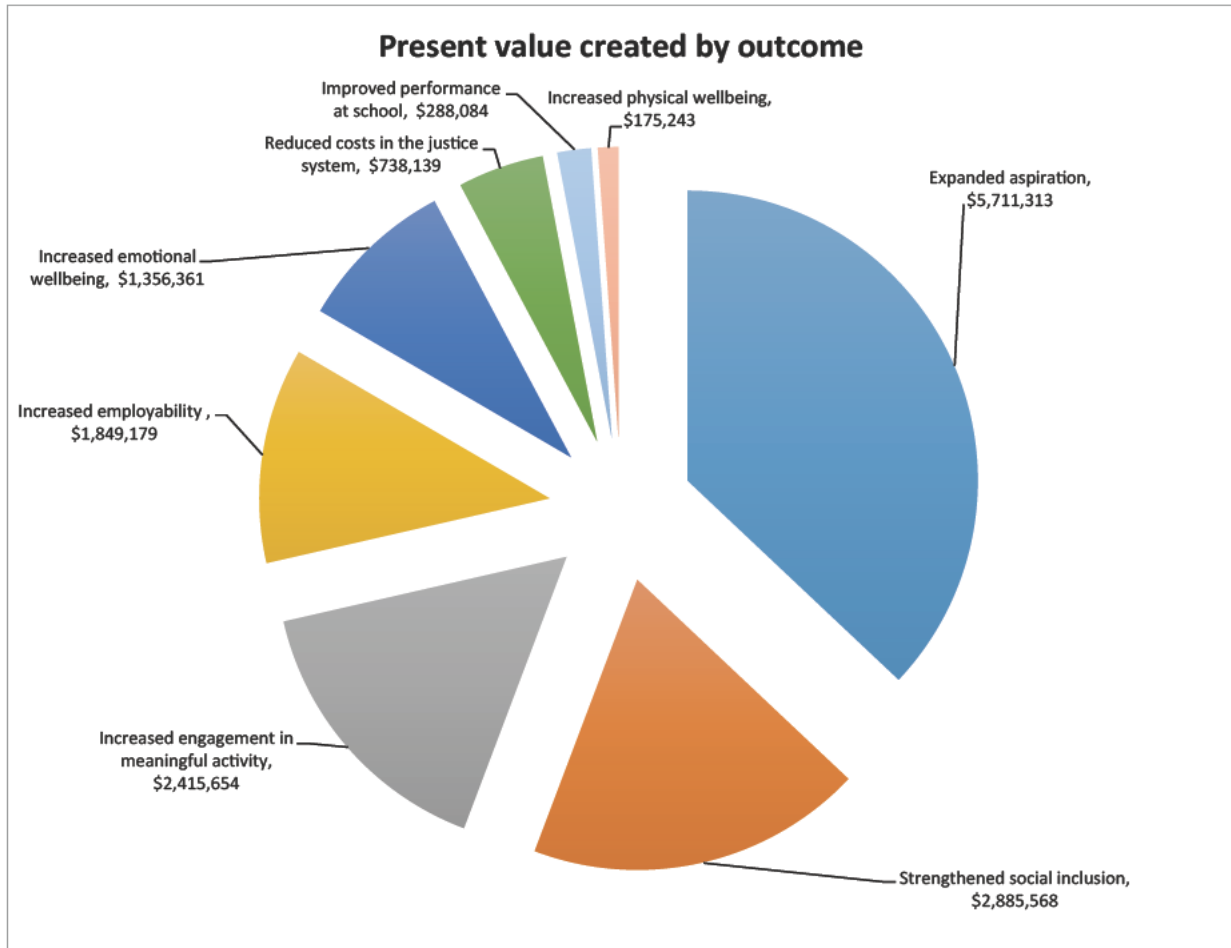


Figure 12 - Social value by outcome



As illustrated in [Figure 13](#) the program that creates the most value for LTF is Redskins basketball generating \$2,517,466 of social value for young people, followed by the combination of the Redskins basketball and Youth Leadership program that generates \$2,252,872 of social value.

Over 50% of the value is created through involvement in Redskins basketball and the combination of other support programs.

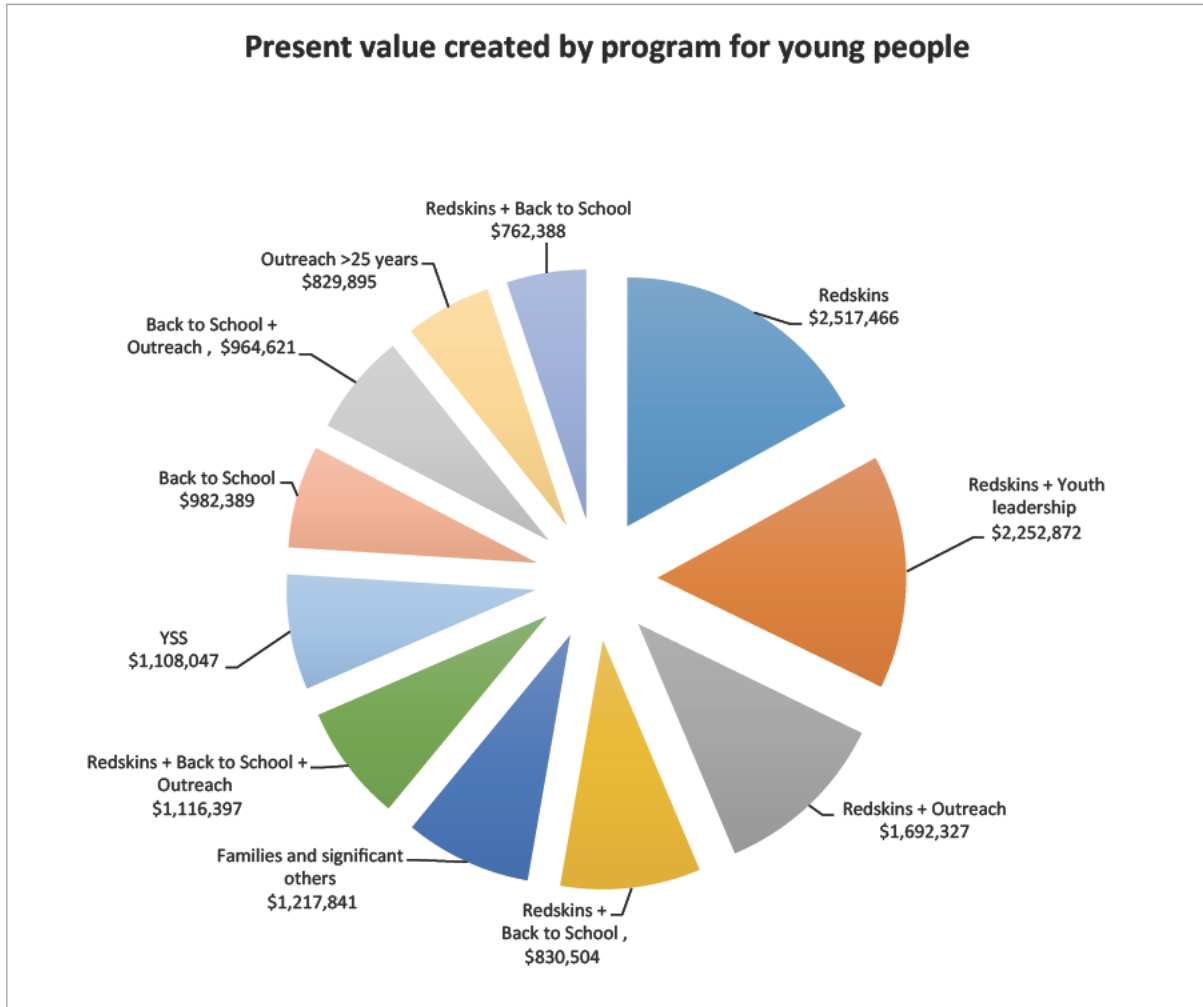


Figure 13 - Social value experienced by young people by program

As illustrated in [Figure 14](#) below on a per person basis, Redskins and Youth Leadership generates the greatest social value experiencing \$56,322, followed by the outreach activities for people aged <25 years who experience \$24,072 of social value. During the course of one year participants of Redskins and Youth Leadership programs experienced this value predominantly through increased employability and expanded aspirations

These quantities and their relative values are consistent with our understanding of the value that is created for young people based on their expressions of change.

### Present value created per young person by activity

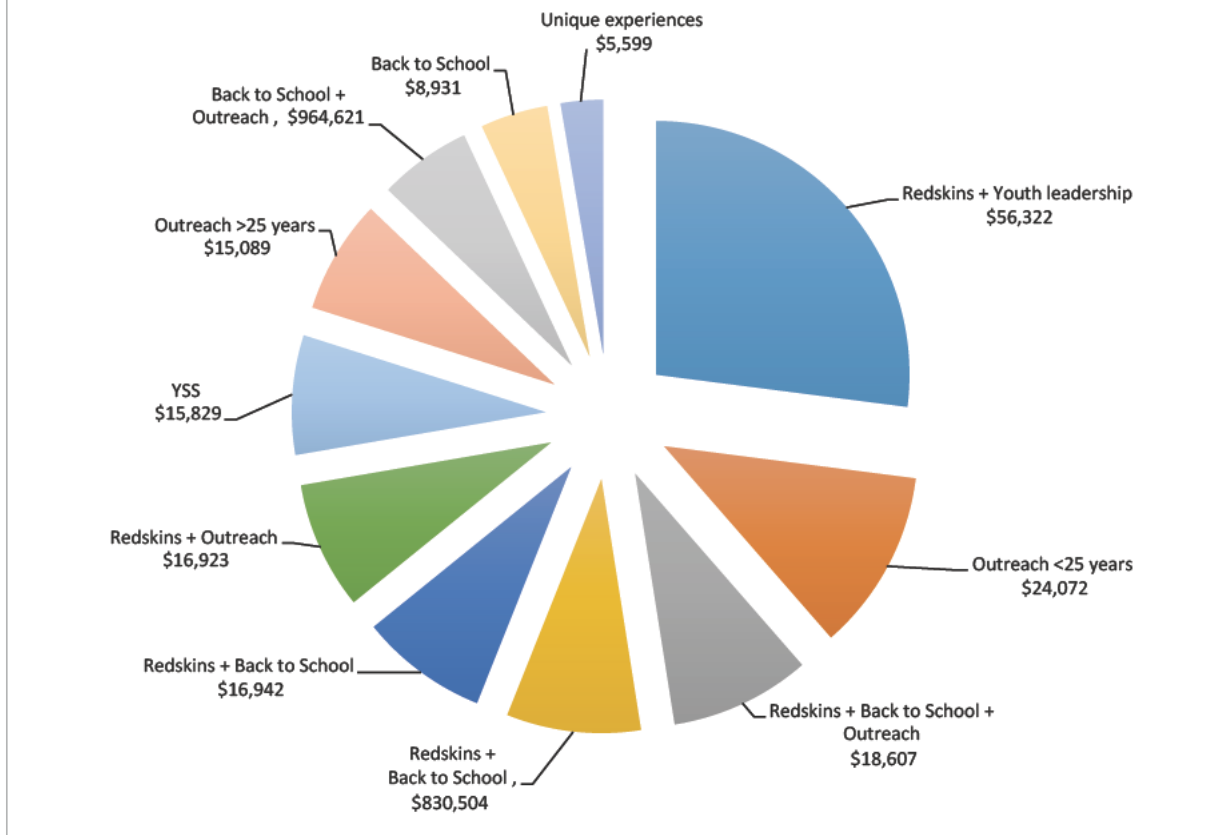


Figure 14: Social value experienced by young people per person by program

# Recommendations

LTF creates substantial value for all the young people they support. The Redskins Basketball Club has been one of the major entry points for young people into LTF programs. And many young people continue their involvement with Redskins while they access other programs. This engagement model through basketball is providing significant value for young people and their families.

A key success factor for LTF is its approach to holistic and wrap-around support. Many stakeholders expressed being a part of the “family” and this genuine commitment by LTF staff to the young people and their families is integral to their success. This was most clearly evident through the articulation of the programs delivered by LTF. The case-by-case and responsive nature of their work requires careful thought in defining the activity delivered and the value created. Continuing to evolve and articulate the programs and evidencing the change created will support LTF to continue to engage supporters and partners in their activities to maximise their positive impact.

To support LTF to amplify their positive social impact, the following recommendations are provided.

## **1. Articulate an organisational theory of change illustrating its strategic relationship to programs delivered**

Like many community organisations, the team at Les Twentyman Foundation have pitched in to do what is necessary for the people in need they encounter. While this is one of the hallmarks of their success it does not always lend itself to the development of a considered theory of change.

To support LTF to engage partners and supporters, evidence the impact of their work, and continue to evolve programs it is recommended the organisation develop a well-articulated theory of change. A theory of change articulates a causal relationship between activities and intended outcomes and impact and importantly begins with the **intended impact for beneficiaries**. This impact is the long-term change or social value that LTF seeks to create as a result of its efforts.

Developing a theory of change will support LTF to:

- Build clarity around the change it creates.
- Build clarity around how that change occurs.
- Build capacity to understand, measure and communicate impact.
- Build capacity to create greater impact collectively.

The Theory of Change can also form a basis for any future evaluation frameworks and activities conducted. It also provides a strategic framework for communicating the intended impact sought by the organisation and is the backbone of any future social impact work.

## **2. Continue to evolve the outcomes measurement framework, to understand how social value is created and inform future program design**

This document provides an impact framework (i.e. outcomes and indicators) for current activities. It is recommended that LTF build on this framework and evolve the data collection tools in line with their growing organisation. Up until now program design has been driven largely by perceived need of the

dedicated individuals in the organisation. Now that this initial work is done it is timely to develop an organisational strategy that underpins and guides the future development of programs based on an integrated approach to producing intended outcomes for young people.

### **3. Communicate the results of this evaluation to build a strategic plan, extend partnerships, raise money and collaborate for community impact**

The results of this evaluation provide an opportunity for LTF articulate its actual impact and focus its longer-term strategic goals. This should include extending partnerships with existing stakeholders as well as investigating new partnership opportunities.

This evaluation is a calling card for engaging funders to drive program expansion by highlighting the significant social value that LTF creates.

### **4. Develop employment and other “exit plans” for program participants**

At present there are no clear departure points for young people who grow to “belong” in Les Twentyman Foundation programs. This poses a risk to some young people who grow into their late teens or early twenties and no longer “fit” the youth-oriented programs. It has already been recognised within the organisation that support into meaningful employment or further education may represent the ideal launch strategy for graduates of their programs. This should be pursued.

### **5. Expand the reach and scale of the Leadership Program**

The change experienced by participants in the Leadership Program is frequently profound. This is reflected in the SROI results with over \$56,000 in social value accruing on a per-person basis to participants in the program. In 2016 moves are already underway to expand this program and this should be pursued with vigour. The current reliance on one trainer is a limitation and additional train-the-trainer work should be pursued.

### **6. Share experiences with other community organisations**

This evaluation provides a basis to clearly understand the scale of social value generated by LTF and also provides insight into how the value is created. This value comes from several unique aspects of the LTF service delivery (diverse yet informally interconnected programs, respectful delivery, etc). there is a clear opportunity for LTF to share their experience with other organisations working with similar cohorts.

### **7. Build crisis-housing capacity**

Les Twentyman Foundation (then 20<sup>th</sup> Man Fund) developed the last youth crisis housing facility to open in the Western Suburbs and that was some 15 years ago. There is a clear need for more such housing and it provides a unique “capture point” for young people in crisis. If LTF were able to provide initial crisis housing, then deliver their suite of programs and finish with a support to employment service, then this would represent a unique “crisis to self sufficiency” model. What the current strategic plan describes as the “Full Circle” model.

### **8. Build partnerships to replicate model in other regions**

The western suburbs of Melbourne are not the only area seeing an increase in youth crisis and disadvantage. Similar conditions are on the rise in the south and south east of Melbourne and in other cities and towns across Australia. There is a clear opportunity to work with partner organisations to replicate the LTF model in other regions.

## **9. Integrate programs more cohesively**

At present the interconnectivity of LTF programs is informal and somewhat ad-hoc. A greater focus on long-term client outcomes may result in a greater focus on integration of the many LTF programs and provide seamless transitions and delivery of multiple programs depending on the need of clients.

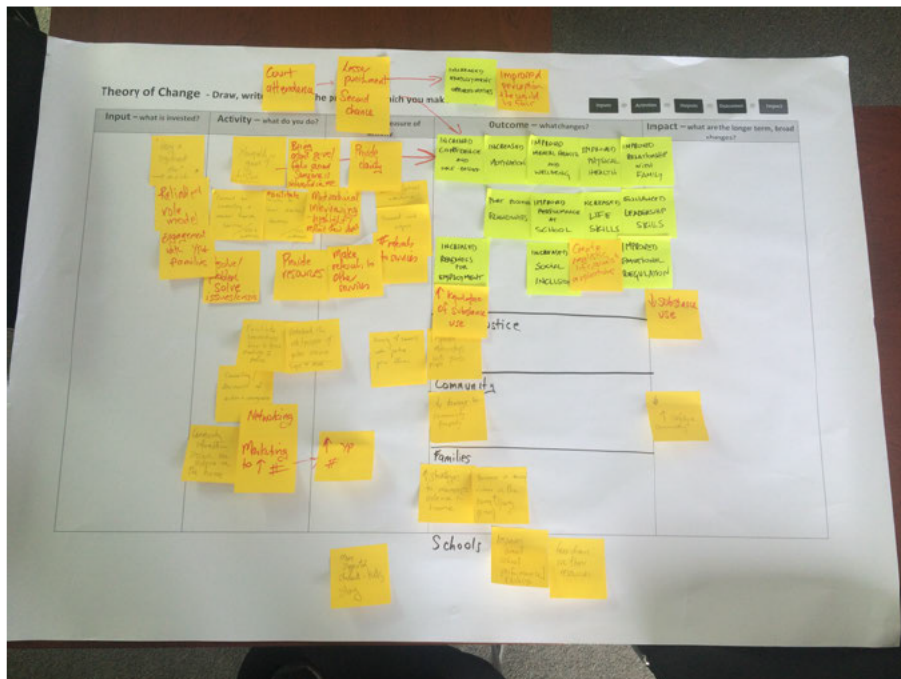
## **10. Formalise mentor program**

And finally, there are several positive examples of “graduates” of LTF programs (especially the Leadership Program) who have gone on to provide informal mentoring support of younger people entering the LTF programs. In our engagement with the young people many expressed a desire to enter into the social work field and bring about the change in others that they have experienced themselves. This provides a special opportunity and provides a further solution to the challenge of exiting participants and they mature. This perhaps represents the greatest legacy of the work of the Les Twentyman Foundation; to change the trajectory of many young people who are facing crisis, to a life where they become positive change-makers themselves.

# Appendix A – Evidencing Change

## Examples of tools used to understand and evidence change

### Workshops



### Participant drawings

See examples throughout report

**Participant questionnaires**

Age:	Gender:
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# Redskins Basketball Club survey

Your answers will help the 20<sup>th</sup> Man Fund create an even better basketball club. Thank you!

**1. I am involved with the 20th Man Fund (Jim, Richard, Adriana or Les) through:**

(you can tick more than one box)

- Receiving school book or materials (Back 2 School)
- Playing with the Redskins Basketball Club
- Through the Youth Leadership program
- Through YSS
- Volunteering with Redskins
- A family member plays with Redskins

They have helped me in other ways (please describe):

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**2. Roughly how long have you been involved with 20<sup>th</sup> Man Fund or Redskins Basketball Club?**

Less than a month	1 to 3 months	3 months to a year	More than a year	More than 3 years
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**3. How often are you involved with the 20<sup>th</sup> Man Fund or Redskins Basketball Club?**

<b>Not very often.</b> Less than once a month	<b>Fairly often.</b> About once a month	<b>Quite often.</b> About once a week.	<b>Very often.</b> Several times each week.
--	--	---	--

**4. What is the main reason why you got involved with the 20<sup>th</sup> Man Fund or Redskins Basketball Club?**

For the fun/enjoyment of playing basketball	To improve health and wellbeing	To make friends	Jim suggested I join
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Other (please describe):

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**5. How did you feel before you got involved with the 20<sup>th</sup> Man Fund or Redskins Basketball Club?**

Please describe:

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**6. How has your involvement with the 20<sup>th</sup> Man Fund or Redskins Basketball Club helped you?**

The following questions help us to understand how being a part of Redskins Basketball Club makes a difference in your life. For each statement feel free to answer honestly. If Redskins doesn't really have an impact in that area just answer "Neutral". If it makes a positive impact then answer "Agree" or "Strongly agree". If it is making a negative impact then answer "Disagree" or "Strongly disagree".

**Participating in Redskins has helped me:**

Feel happier about where my life is going	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Be more confident about facing new challenges	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Feel less depressed or anxious	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Improve my fitness level	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Improve my relationship with my family	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Feel useful	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Make better friends	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Feel closer to people	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Do better at school	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Deal better with problems	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Feel comfortable talking to anybody	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Express my thoughts and feelings to others	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Listen more to others	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Stope getting into trouble	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Feel able to make my mind up about things	Strongly disagree	Disagree	Neutral	Agree	Strongly agree

**7. Overall, how do you feel since you got involved with the 20<sup>th</sup> Man Fund or Redskins Basketball Club?**

Please describe:

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### Spider charts

Prior to engaging with the young people and their families a set of intended outcomes were defined based on consultation with the Les Twentyman Foundation staff. To evidence the change, a web tool was used to illustrate the outcomes which were most valued by stakeholders. The results of this consultation are provided below.

Responses by the Les Twentyman Foundation staff:

*What difference do you intend to create from your effort, where 0 is No difference to 1 A great deal of difference?*

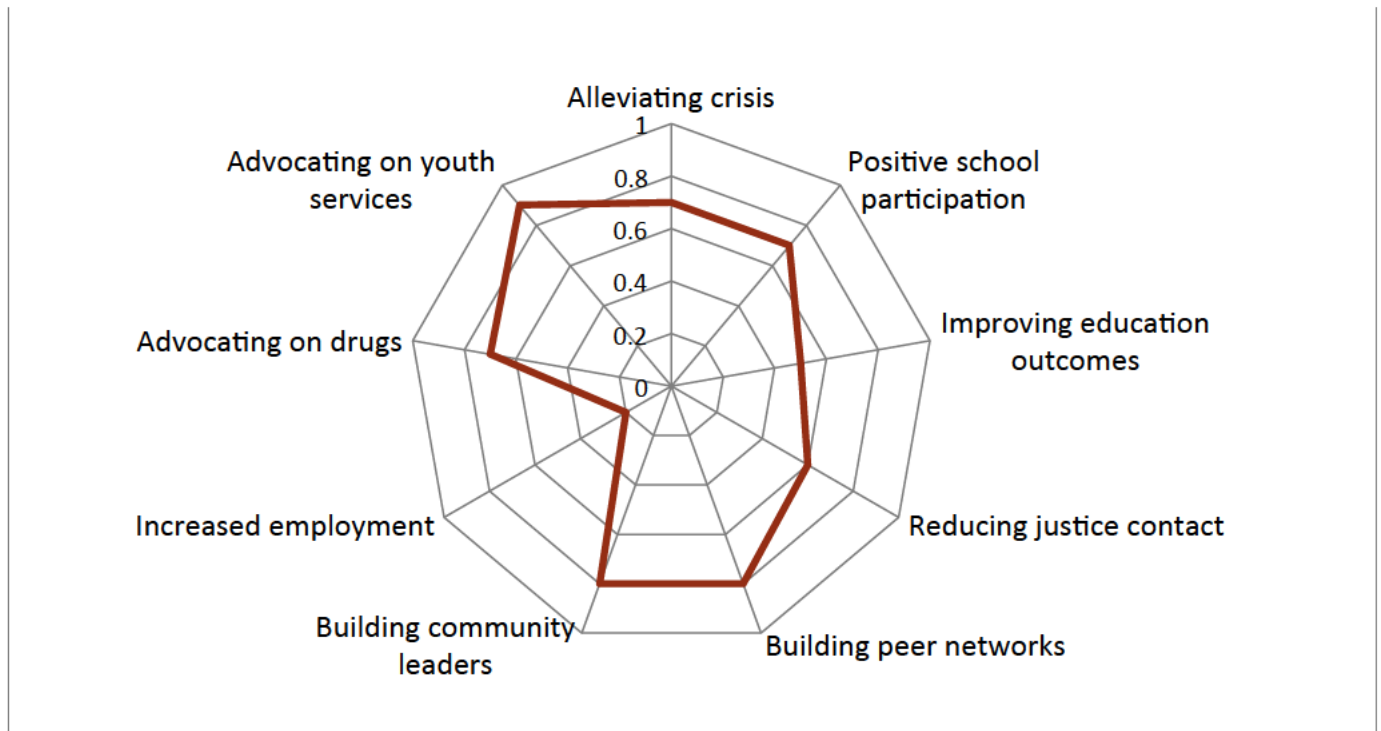


Figure 15: Responses by LTF staff (average) outcome objectives

## Appendix B – Stakeholders and ethical conduct

As part of this program it was recognised that we would be engaging with young people under 18. As with all Think Impact research and evaluation the wellbeing of the participants is the primary consideration.

To ensure this, all research was conducted under the **Australian Market and Social Research Society code of professional behaviour** (see below). For full details please refer to <http://www.amsrs.com.au/professional-standards/code-of-professional-behaviour>

Figure 16 - AMSRS Code of Professional Behaviour



Due to the potentially vulnerable nature of some participants we also made reference to the provisions of **The United Nations Convention on the Rights of the Child (CROC)**. These provisions provide useful guidance in the development of programs for children and young people and for research conducted with them. Here are some of the rights identified in CROC from the perspective of the child:

- Protection from all forms of discrimination (Article 2)

- All decisions made about you must be in your best interest (Article 3)
- You have the right to life (Article 6)
- You have a right to a name and the right to acquire a nationality (Article 7)
- You have a right to know about your identity such as your nationality, name and family (Article 8)
- You can't be separated from your parents if it is against your will or in our best interest (Article 9)
- If you are capable of forming your own views you also have the right to express your views (Article 12)
- You have the right to freedom of expression and information if it is done lawfully (Article 13)
- You have the right to freedom of thought, conscience and religion (Article 14)
- You have the right to privacy (Article 16)
- You have the right to obtain information, especially information that will benefit you, and you should be able to access this information through the media (Article 17)
- You are to be protected from neglect and abuse (Article 19)
- Child refugees have the right to special assistance and protection (Article 22)
- Disabled children have the right to special care (Article 26)
- You have the right to the best possible health services (Article 24)
- You have the right to benefit from social security (Article 26)
- You have the right to an adequate standard of living (Article 27)
- You have the right to education (Article 28)
- Indigenous children and those belonging to a minority group have the right to practice your own religion and culture, and use your own language (Article 30)
- You have the right to take part in leisure, recreation and cultural activities (Article 31)
- You should be protected from economic exploitation and work which harms your development and/or education (Article 32)
- You should be protected from illegal drugs (Article 33)
- You should be protected from sexual exploitation and abuse (Article 34)
- You have the right to be protected or prevented from abduction, sale or trafficking and all other forms of exploitation (Article 35 and 36)
- You must not be subject to torture or any other cruel punishment (Article 37)
- Your freedom and liberty should not be unlawfully taken from you (Article 37)
- Under no circumstances should you be sentenced to death or life imprisonment (Article 37)
- If you have faced neglect, abuse or punishment, you have the right to rehabilitative care (Article 39)
- You have rights that relate to the administration of justice and criminal procedure including the right to support in preparation and presentation of a defence to any charges brought against you (Article 40)

# Appendix C – The SROI Model

Stage 1 Stakeholders			Stage 2 Outcomes				Stage 3 Financial Proxy				Stage 4 Establishing Impact					Stage 5 UNATED V			
Stakeholder	F. Org. name	# Stakeholders	Outcome	How do we measure it?	Quantify (%) - Stakeholder's experience change	Outcome Incidence Number of people experience change	Financial Proxy Description	Unit Cost	Source	Total Annual (to be impact calculated)	Attribution				Annual Dip Off	TOTAL NET PRESENT VALUE			
											%	Incidence after Du. at Du	%	Displacement (Du)					
Player - Zara	Redix no		205	1. Inc. eased phys cal wellbeing	% Ag ee o St ongly ag ee w th statement (ITF has helped me) msp ovr my f tress level	85%	174	One Season Basketball Reg at on Fee, un fo rns, equipment etc.	\$37	Total cost to un Redix no pe. year = \$147,025. 0 d ied by no. of plays (400) = \$367.32	\$ 50,931	20%	4,510	80%	36,436	0%	36,436	40%	\$ 81,037
			205	2. Inc. eased emot onal wellbeing	% Ag ee o St ongly ag ee w th statement (ITF has helped me) feel less depressed o ances	64%	131	Equivalent to cost of cl nical psycholng / counsellng sess on (10 pe. year)	\$1,245	Mtd ca e abate \$124.50 pe. sess on fo. up to 10 sess ons can be cl d pe. calendar year (Sydney course nrg web site). Recommended hou by fee fo psycholng n 2015-16 = \$238.	\$ 163,344	40%	96,006	50%	49,003	0%	49,003	30%	\$ 129,974
			205	3. Imp oved pe fo mance at school	% Ag ee o St ongly ag ee w th statement (ITF has helped me) get bette g ades at school	63%	125	2 hou s tuto nrg lesson pe. month fo. a year	\$600	Spec at st math and engl sh tu n (\$50 pe. class)	\$ 75,030	60%	30,012	20%	6,002	0%	6,002	20%	\$ 38,066
			205	4. St enghen ng soc al ncl on	% Ag ee o St ongly ag ee w th statement (ITF has helped me) make new f ends and feel mo e like pa t of a common ty (Ave age of both)	83%	170	Ave age weekly spend by low and ave age wage we me s n Vcto a on act on act v t es	\$3,887	Aust al an Bu seu of Stat st cu, Household Expend to a Su. year, Aust al a Summry of Results, 2009-10	\$ 661,373	60%	264,549	50%	132,275	0%	132,275	20%	\$ 398,115
			205	5. Inc. eased engagement n mean nght act v ty	% Ag ee o St ongly ag ee w th statement (ITF has helped me) reduce self drect act ve behavou s , be able to cont of myself whenever I have at ong emot on and avoid gett ng nto f ghts (Ave age of all th we)	72%	148	Cost of pol c ng to mon to ant-voc al behavou s of young people n the common ty	\$3,746	The add t onal cost of pol c ng was calculated by f t delte m nrg the ave age annual base wage fo a Constable Level 3 n the V c Pol fo Co, be ng \$66,717 pe. annum fo a 38 hou week ovr 45 weeks = \$30,02 pe. hou. Next, % of t me dted cated to pol c ng ant-voc al behavou on the st et pe. annum was dte m d by assum ng one ncl dent pe. month occu ed (12 ncl dents pe. annum), wh ch took 4 hou s to molve and eqs wd 2 pol c off ce s to add we \$30,02 x 12 x 4 = \$2,746.00.	\$ 552,910	20%	442,138	60%	265,397	0%	265,397	20%	\$ 798,780
			205	6. Inc. eased employ l ty	Corse val ve est mate based on two lchops	20%	41	D the nce between annual Newsta t a lowance and m n m um wage fo 18 year old Adm n st at on off ce ovr a year	\$15,794	Aust al an Gove nment, Fa Wo k Ombudsman, M n m um wages fo 18 year old Adm n st at on Off ce = \$14,88 pe. hou and Aust al an Gove nment, DHS, Payment rates fo Newsta t Allowance - n rlg, no ch th st n = \$22,44 pe. fo to rgt	\$ 647,574	50%	323,787	10%	32,379	0%	32,379	20%	\$ 97,452
			205	7. Expanded exp. at ons	% Ag ee o St ongly ag ee w th statement (ITF has helped me) feel happ e about wh e my f l e s go ng	66%	135	D the nce between ave age annual employee income pe sors of we k nrg age 25-59 year s n 2011-12 dolla s assum ng complet on of year 12 and ave age annual employee income pe sors of we k nrg age 25-59 year s n 2011-12 dolla s fo complet on of year 11 o below.	\$6,093	HATSSEM calculat on f om 2009-10 Su. year of Income and Hous ng Bas c Conf dnt at sed Un l Baco f f la. D the nce between ave age annual ee n rgs fo 20-24 year old ve age annual ee n rgs fo 20-24 who completed year 11 o lowe s an rd cat on of the extent to wh ch th ca we and f e ap. at ons have stayed on t ck, based on the assumpt on that ongo ng ap. at on (and success) n l need to educat onal outcomes	\$ 1,294,983	50%	547,491	50%	273,746	0%	273,746	10%	\$ 994,063
Leader - Simon	Redix no Youth leade sh p		40	1. Inc. eased phys cal wellbeing	% Ag ee o St ongly ag ee w th statement (ITF has helped me) msp ovr my f tress level	85%	34	One Season Basketball Reg at on Fee, un fo rns, equipment etc.	\$37	Total cost to un Redix no pe. year = \$147,025. 0 d ied by no. of plays (400) = \$367.32	\$ 11,109	20%	8,887	80%	7,109	0%	7,109	40%	\$ 14,969
			40	2. Inc. eased emot onal wellbeing	Based on Leade sh p wo lchops	100%	40	Equivalent to cost of cl nical psycholng / counsellng sess on (10 pe. year)	\$1,245	Mtd ca e abate \$124.50 pe. sess on fo. up to 10 sess ons can be cl d pe. calendar year (Sydney course nrg web site). Recommended hou by fee fo psycholng n 2015-16 = \$238.	\$ 49,800	0%	49,800	80%	44,820	0%	44,820	10%	\$ 162,756
			40	3. Imp oved pe fo mance at school	% Ag ee o St ongly ag ee w th statement (ITF has helped me) get bette g ades at school	63%	24	2 hou s tuto nrg lesson pe. month fo. a year	\$600	Spec at st math and engl sh tu n (\$50 pe. class)	\$ 14,640	20%	13,712	60%	7,027	0%	7,027	20%	\$ 21,510
			40	4. St enghen ng soc al ncl on	% Ag ee o St ongly ag ee w th statement (ITF has helped me) make new f ends and feel mo e like pa t of a common ty (Ave age of both)	83%	33	Ave age weekly spend by low and ave age wage we me s n Vcto a on act on act v t es	\$3,887	Aust al an Bu seu of Stat st cu, Household Expend to a Su. year, Aust al a Summry of Results, 2009-10	\$ 129,048	0%	129,048	60%	77,429	0%	77,429	20%	\$ 233,043
			40	5. Inc. eased engagement n mean nght act v ty	% Ag ee o St ongly ag ee w th statement (ITF has helped me) reduce self drect act ve behavou s , be able to cont of myself whenever I have at ong emot on and avoid gett ng nto f ghts (Ave age of all th we)	72%	29	Cost of pol c ng to mon to ant-voc al behavou s of young people n the common ty	\$3,746	The add t onal cost of pol c ng was calculated by f t delte m nrg the ave age annual base wage fo a Constable Level 3 n the V c Pol fo Co, be ng \$66,717 pe. annum fo a 38 hou week ovr 45 weeks = \$30,02 pe. hou. Next, % of t me dted cated to pol c ng ant-voc al behavou on the st et pe. annum was dte m d by assum ng one ncl dent pe. month occu ed (12 ncl dents pe. annum), wh ch took 4 hou s to molve and eqs wd 2 pol c off ce s to add we \$30,02 x 12 x 4 = \$2,746.00.	\$ 107,865	20%	86,308	80%	77,677	0%	77,677	20%	\$ 233,789
			40	6. Inc. eased employ l ty	Corse val ve est mate based on two lchops	60%	24	D the nce between annual Newsta t a lowance and m n m um wage fo 18 year old Adm n st at on off ce ovr a year	\$15,794	Aust al an Gove nment, Fa Wo k Ombudsman, M n m um wages fo 18 year old Adm n st at on Off ce = \$14,88 pe. hou and Aust al an Gove nment, DHS, Payment rates fo Newsta t Allowance - n rlg, no ch th st n = \$22,44 pe. fo to rgt	\$ 379,068	20%	303,254	80%	242,603	0%	242,603	20%	\$ 730,178
			40	7. Expanded exp. at ons	Based on Leade sh p wo lchops	90%	36	D the nce between ave age annual employee income pe sors of we k nrg age 25-59 year s n 2011-12 dolla s assum ng complet on of year 12 and ave age annual employee income pe sors of we k nrg age 25-59 year s n 2011-12 dolla s fo complet on of year 11 o below.	\$6,093	HATSSEM calculat on f om 2009-10 Su. year of Income and Hous ng Bas c Conf dnt at sed Un l Baco f f la. D the nce between ave age annual ee n rgs fo 20-24 year old ve age annual ee n rgs fo 20-24 who completed year 11 o lowe s an rd cat on of the extent to wh ch th ca we and f e ap. at ons have stayed on t ck, based on the assumpt on that ongo ng ap. at on (and success) n l need to educat onal outcomes	\$ 291,348	10%	262,213	80%	235,992	0%	235,992	10%	\$ 806,966
Supported Player A - Job	Redix no Out each		100	1. Inc. eased phys cal wellbeing	% Ag ee o St ongly ag ee w th statement (ITF has helped me) msp ovr my f tress level	85%	85	One Season Basketball Reg at on Fee, un fo rns, equipment etc.	\$37	Total cost to un Redix no pe. year = \$147,025. 0 d ied by no. of plays (400) = \$367.32	\$ 27,771	20%	22,217	80%	17,774	0%	17,774	40%	\$ 37,473
			100	2. Inc. eased emot onal wellbeing	% Ag ee o St ongly ag ee w th statement (ITF has helped me) feel less depressed o ances	64%	64	Equivalent to cost of cl nical psycholng / counsellng sess on (10 pe. year)	\$1,245	Mtd ca e abate \$124.50 pe. sess on fo. up to 10 sess ons can be cl d pe. calendar year (Sydney course nrg web site). Recommended hou by fee fo psycholng n 2015-16 = \$238.	\$ 79,680	30%	35,776	40%	44,621	0%	44,621	20%	\$ 134,298
			100	3. Imp oved pe fo mance at school	% Ag ee o St ongly ag ee w th statement (ITF has helped me) get bette g ades at school	63%	61	2 hou s tuto nrg lesson pe. month fo. a year	\$600	Spec at st math and engl sh tu n (\$50 pe. class)	\$ 36,600	50%	18,300	40%	7,320	0%	7,320	20%	\$ 22,031
			100	4. St enghen ng soc al ncl on	% Ag ee o St ongly ag ee w th statement (ITF has helped me) make new f ends and feel mo e like pa t of a common ty (Ave age of both)	83%	83	Ave age weekly spend by low and ave age wage we me s n Vcto a on act on act v t es	\$3,887	Aust al an Bu seu of Stat st cu, Household Expend to a Su. year, Aust al a Summry of Results, 2009-10	\$ 322,821	40%	131,573	60%	116,144	0%	116,144	20%	\$ 493,564
			100	5. Inc. eased engagement n mean nght act v ty	% Ag ee o St ongly ag ee w th statement (ITF has helped me) reduce self drect act ve behavou s , be able to cont of myself whenever I have at ong emot on and avoid gett ng nto f ghts (Ave age of all th we)	72%	72	Cost of pol c ng to mon to ant-voc al behavou s of young people n the common ty	\$3,746	The add t onal cost of pol c ng was calculated by f t delte m nrg the ave age annual base wage fo a Constable Level 3 n the V c Pol fo Co, be ng \$66,717 pe. annum fo a 38 hou week ovr 45 weeks = \$30,02 pe. hou. Next, % of t me dted cated to pol c ng ant-voc al behavou on the st et pe. annum was dte m d by assum ng one ncl dent pe. month occu ed (12 ncl dents pe. annum), wh ch took 4 hou s to molve and eqs wd 2 pol c off ce s to add we \$30,02 x 12 x 4 = \$2,746.00.	\$ 266,732	20%	216,710	80%	172,636	0%	172,636	20%	\$ 530,532
			100	6. Inc. eased employ l ty	Corse val ve est mate based on two lchops	20%	20	D the nce between annual Newsta t a lowance and m n m um wage fo 18 year old Adm n st at on off ce ovr a year	\$15,794	Aust al an Gove nment, Fa Wo k Ombudsman, M n m um wages fo 18 year old Adm n st at on Off ce = \$14,88 pe. hou and Aust al an Gove nment, DHS, Payment rates fo Newsta t Allowance - n rlg, no ch th st n = \$22,44 pe. fo to rgt	\$ 315,800	50%	157,904	10%	15,794	0%	15,794	20%	\$ 47,538
			100	7. Expanded exp. at ons	% Ag ee o St ongly ag ee w th statement (ITF has helped me) feel happ e about wh e my f l e s go ng	66%	66	D the nce between ave age annual employee income pe sors of we k nrg age 25-59 year s n 2011-12 dolla s assum ng complet on of year 12 and ave age annual employee income pe sors of we k nrg age 25-59 year s n 2011-12 dolla s fo complet on of year 11 o below.	\$6,093	HATSSEM calculat on f om 2009-10 Su. year of Income and Hous ng Bas c Conf dnt at sed Un l Baco f f la. D the nce between ave age annual ee n rgs fo 20-24 year old ve age annual ee n rgs fo 20-24 who completed year 11 o lowe s an rd cat on of the extent to wh ch th ca we and f e ap. at ons have stayed on t ck, based on the assumpt on that ongo ng ap. at on (and success) n l need to educat onal outcomes	\$ 534,138	40%	330,483	50%	160,241	0%	160,241	10%	\$ 681,890
Supported Player B - Ann	Redix no Back to School		45	1. Inc. eased phys cal wellbeing	% Ag ee o St ongly ag ee w th statement (ITF has helped me) msp ovr my f tress level	95%	43	One Season Basketball Reg at on Fee, un fo rns, equipment etc.	\$37	Total cost to un Redix no pe. year = \$147,025. 0 d ied by no. of plays (400) = \$367.32	\$ 13,967	20%	11,174	80%	8,939	0%	8,939	40%	\$ 18,947
			45	2. Inc. eased emot onal wellbeing	% Ag ee o St ongly ag ee w th statement (ITF has helped me) feel less depressed o ances	75%	34	Equivalent to cost of cl nical psycholng / counsellng sess on (10 pe. year)	\$1,245	Mtd ca e abate \$124.50 pe. sess on fo. up to 10 sess ons can be cl d pe. calendar year (Sydney course nrg web site). Recommended hou by fee fo psycholng n 2015-16 = \$238.	\$ 42,039	30%	29,413	80%	23,531	0%	23,531	20%	\$ 70,821
			45	3. Imp oved pe fo mance at school	% Ag ee o St ongly ag ee w th statement (ITF has helped me) get bette g ades at school	75%	34	2 hou s tuto nrg lesson pe. month fo. a year	\$600	Spec at st math and engl sh tu n (\$50 pe. class)	\$ 20,250	10%	18,225	40%	14,580	0%	14,580	30%	\$ 36,576
			45	4. St enghen ng soc al ncl on	% Ag ee o St ongly ag ee w th statement (ITF has helped me) make new f ends and feel mo e like pa t of a common ty (Ave age of both)	83%	38	Ave age weekly spend by low and ave age wage we me s n Vcto a on act on act v t es	\$3,887	Aust al an Bu seu of Stat st cu, Household Expend to a Su. year, Aust al a Summry of Results, 2009-10	\$ 146,876	40%	89,287	60%	53,524	0%	53,524	30%	\$ 134,274
			45	5. Inc. eased engagement n mean nght act v ty	% Ag ee o St ongly ag ee w th statement (ITF has helped me) reduce self drect act ve behavou s , be able to cont of myself whenever I have at ong emot on and avoid gett ng nto f ghts (Ave age of all th we)	40%	18	Cost of pol c ng to mon to ant-voc al behavou s of young people n the common ty	\$3,746	The add t onal cost of pol c ng was calculated by f t delte m nrg the ave age annual base wage fo a Constable Level 3 n the V c Pol fo Co, be ng \$66,717 pe. annum fo a 38 hou week ovr 45 weeks = \$30,02 pe. hou. Next, % of t me dted cated to pol c ng ant-voc al behavou on the st et pe. annum was dte m d by assum ng one ncl dent pe. month occu ed (12 ncl dents pe. annum), wh ch took 4 hou s to molve and eqs wd 2 pol c off ce s to add we \$30,02 x 12 x 4 = \$2,746.00.	\$ 67,428	40%	40,457	50%	20,228	0%	20,228	30%	\$ 50,746
			45	6. Inc. eased employ l ty	Corse val ve est mate based on two lchops	25%	11	D the nce between annual Newsta t a lowance and m n m um wage fo 18 year old Adm n st at on off ce ovr a year	\$15,794	Aust al an Gove nment, Fa Wo k Ombudsman, M n m um wages fo 18 year old Adm n st at on Off ce = \$14,88 pe. hou and Aust al an Gove nment, DHS, Payment rates fo Newsta t Allowance - n rlg, no ch th st n = \$22,44 pe. fo to rgt	\$ 177,668	50%	88,844	60%	53,306	0%	53,306	30%	\$ 133,728
			45	7. Expanded exp. at ons	% Ag ee o St ongly ag ee w th statement (ITF has helped me) feel happ e about wh e my f l e s go ng	60%	27	D the nce between ave age annual employee income pe sors of we k nrg age 25-59 year s n 2011-12 dolla s assum ng complet on of year 12 and ave age annual employee income pe sors of we k nrg age 25-59 year s n 2011-12 dolla s fo complet on of year 11 o below.	\$6,093	HATSSEM calculat on f om 2009-10 Su. year of Income and Hous ng Bas c Conf dnt at sed Un l Baco f f la. D the nce between ave age annual ee n rgs fo 20-24 year old ve age annual ee n rgs fo 20-24 who completed year 11 o lowe s an rd cat on of the extent to wh ch th ca we and f e ap. at ons have stayed on t ck, based on the assumpt on that ongo ng ap. at on (and success) n l need to educat onal outcomes	\$ 216,511	20%	134,809	50%	87,404	0%	87,404	10%	\$ 317,395

SROI Model (cont.)

Stage 1 Stakeholders			Stage 3 Outcomes				Financial Proxy		Stage 4 Establishing Impact					Stage 5 UNITE V					
Stakeholder	F og arms	# Stakeholders	Outcome	How do we measure it?	Quantify (%) - Stakeholder's expectations and change	Outcome Incidence Number of people expected to change	Financial Proxy Description	Unit Cost	Source	Total Annual (to 10 years) (calculated as)	Discount (Dw)	Attribution (At)	Displacement (Dd)	Drop off	TOTAL NET PRESENT VALUE				
										%	Incidence after Dis	%	Incidence after Dis and Dd	%	Annual Drop Off				
Supported Player - <b>Niche</b> is	Back to School	Out each	60	1. Inc. ased phys cal wellbe ng	%Ag eo 3t orgly ag eo w th statement (LIT has helped me) rtp own my f resso level	85%	53	One Season Basketball Hag at st on Fee, un fo ms, ep pment etc.	\$527	Total cost to un hndk ea pa ye = \$147 025. D y ded by no. of plays (400) = \$326.72	\$ 18 065	20%	\$ 13,500	80%	\$ 10,664	0%	\$ 10,664	40%	\$ 22,484
			60	2. Inc. ased emot onal we lbe ng	%Ag eo 3t orgly ag eo w th statement (LIT has helped me) feel less depressed or lon	64%	38	Equ valent to cost of C n cal psyching st / course / ng sess on (10 pe ye )	\$1,345	Med ca e vltato \$134 50 pe sess on fo up to 50 sess ons can be cla med pe columba ye (Hydney journal ng webts). Recommended hou by fee fo psycholgs ts n 2015-16 = \$238.	\$ 47 808	20%	\$ 38,248	90%	\$ 34,422	0%	\$ 34,422	30%	\$ 86,353
			60	3. Imp oved per fo mance at school	%Ag eo 3t orgly ag eo w th statement (LIT has helped me) get better g ades at school	61%	37	2 hou s tu to ng less on per month fo a ye	\$600	Spec at st math and engl sh tu ton (\$50 pe class)	\$ 21 960	10%	\$ 19,764	80%	\$ 15,811	0%	\$ 15,811	30%	\$ 39,665
			60	4. 3t enghen ng soc al nckson	%Ag eo 3t orgly ag eo w th statement (LIT has helped me) make new fr ends and feel no e lke pa t of a commu ty (Ave age of foot)	83%	50	Ann age weekly spent by low and ave age wage ea no s n V cto a on act on act v es	\$3,887	Aust al an bu esu of Stat ct cs, Household Expend tu e Se vce, Aust al a Summa y of Resu ts, 2009-30	\$ 193,573	30%	\$ 135,501	70%	\$ 94,851	0%	\$ 94,851	30%	\$ 237 949
			60	5. Inc. ased engagement n mean ngful act v ty	%Ag eo 3t orgly ag eo w th statement (LIT has helped me) educe self drect act ve behav or be able to cont of myse /wheneve I have it org emot ons and avoid gett ng rto f ghts (Ave age of slth eq)	72%	43	Cost of pol c ng to mon to ant- soc al behav or s of young people n the commu ty	\$3,746	The add t onal cost of pol c ng was calculated by f t dete n ng the ave age annual base wage fo a Consuable Level 3 n the V c Pol ca fo ce, be ng \$66,717 pe annum fo a 38 hou week ow 40 weeks = \$269.02 pe hou. Next, % of me ded cated to pol c ng ant- soc al behav or on the at set pe annum was dete n med by assum ng one n c dent pe month occu ed (12 n c dents pe annum), wh ch took 4 hou s to esolve and equ ed 2 pol ce off ce s to add een \$39.02 x 12 x 4 x 2 = \$3 746.00.	\$ 161,827	40%	\$ 97,096	50%	\$ 48,548	0%	\$ 48,548	30%	\$ 121 791
			60	6. Inc. ased employab lty	Conse vte vest msta based on wo lshops	20%	12	D fle ence between annual Newsta t allowance and m n m um wage fo 18 ye old Adm n st at on off ce ose a ye	\$15,794	Aust al an Govt ement, Fa Wo l Combsuamnt, M n m um wages fo 18 ye old Adm n st at on Off ca = \$14.88 pe hou and Aust al an Govt ement, DHS, Payment asse fo Newsta t Allowance - s ngle, no ch ll em = \$523.44 pe fo tn ght	\$ 189,534	50%	\$ 94,767	60%	\$ 56,860	0%	\$ 56,860	30%	\$ 142 643
			60	7. Expanded sup t at ons	%Ag eo 3t orgly ag eo w th statement (LIT has helped me) feel happ e about whe e my f o s go ng	66%	40	D fle ence between ave age annual employe ncome pe sons of wo k ng age 25-59 ye s n 2011-12 do la s assess ng complet on of ye 12 and ave age annual employe ncome pe sons of wo k ng age 25-59 ye s n 2011-12 do la s fo complet on of ye 11 o below.	\$8,093	HATSEM calculation on Form 2009-10 Se vce of Income and Houng ng Bus c Conf dent al red Ln l Hoco d f la. D fle ence between ave age annual e n gns fo 20-24 ye old ve ave age annual e n gns fo 20-24 who completed ye 11 o l owe s an nd cut on of the entent to wh ch the ca se and fo asp at ons have played on t act, based on the assumpt on that ongo ng sup t at on (and success) s l med to educat onal outcomes	\$ 320,485	20%	\$ 256,386	50%	\$ 128,193	0%	\$ 128,193	10%	\$ 465 512
Learner - <b>Kar n</b>	Back to School		110	1. Inc. ased phys cal wellbe ng	Based on face-to-face nte v ees and staff obse vst on	5%	6	One Season Basketball Hag at st on Fee, un fo ms, ep pment etc.	\$527	Total cost to un hndk ea pa ye = \$147 025. D y ded by no. of plays (400) = \$326.72	\$ 1,797	30%	\$ 180	10%	\$ 18	0%	\$ 18	40%	\$ 38
			110	2. Inc. ased emot onal we lbe ng	Based on face-to-face nte v ees and staff obse vst on	25%	28	Equ valent to cost of C n cal psyching st / course / ng sess on (10 pe ye )	\$1,345	Med ca e vltato \$134 50 pe sess on fo up to 50 sess ons can be cla med pe columba ye (Hydney journal ng webts). Recommended hou by fee fo psycholgs ts n 2015-16 = \$238.	\$ 54 238	20%	\$ 27,590	40%	\$ 10,956	0%	\$ 10,956	30%	\$ 27,485
			110	3. Imp oved per fo mance at school	Based on face-to-face nte v ees and staff obse vst on	75%	83	2 hou s tu to ng less on per month fo a ye	\$600	Spec at st math and engl sh tu ton (\$50 pe class)	\$ 49 505	10%	\$ 44,550	80%	\$ 35,640	0%	\$ 35,640	30%	\$ 89,459
			110	4. 3t enghen ng soc al nckson	Based on face-to-face nte v ees and staff obse vst on	25%	28	Ann age weekly spent by low and ave age wage ea no s n V cto a on act on act v es	\$3,887	Aust al an bu esu of Stat ct cs, Household Expend tu e Se vce, Aust al a Summa y of Resu ts, 2009-30	\$ 106,893	30%	\$ 74,823	40%	\$ 29,390	0%	\$ 29,390	30%	\$ 75,084
			110	5. Inc. ased engagement n mean ngful act v ty	Based on face-to-face nte v ees and staff obse vst on	40%	44	Cost of pol c ng to mon to ant- soc al behav or s of young people n the commu ty	\$3,746	The add t onal cost of pol c ng was calculated by f t dete n ng the ave age annual base wage fo a Consuable Level 3 n the V c Pol ca fo ce, be ng \$66,717 pe annum fo a 38 hou week ow 40 weeks = \$269.02 pe hou. Next, % of me ded cated to pol c ng ant- soc al behav or on the at set pe annum was dete n med by assum ng one n c dent pe month occu ed (12 n c dents pe annum), wh ch took 4 hou s to esolve and equ ed 2 pol ce off ce s to add een \$39.02 x 12 x 4 x 2 = \$3 746.00.	\$ 184,824	40%	\$ 90,894	50%	\$ 49,487	0%	\$ 49,487	30%	\$ 124 047
			110	6. Inc. ased employab lty	Based on face-to-face nte v ees and staff obse vst on	25%	28	D fle ence between annual Newsta t allowance and m n m um wage fo 18 ye old Adm n st at on off ce ose a ye	\$15,794	Aust al an Govt ement, Fa Wo l Combsuamnt, M n m um wages fo 18 ye old Adm n st at on Off ca = \$14.88 pe hou and Aust al an Govt ement, DHS, Payment asse fo Newsta t Allowance - s ngle, no ch ll em = \$523.44 pe fo tn ght	\$ 193,573	50%	\$ 217,374	60%	\$ 130,304	0%	\$ 130,304	30%	\$ 329 891
			110	7. Expanded sup t at ons	Based on face-to-face nte v ees and staff obse vst on	30%	33	D fle ence between ave age annual employe ncome pe sons of wo k ng age 25-59 ye s n 2011-12 do la s assess ng complet on of ye 12 and ave age annual employe ncome pe sons of wo k ng age 25-59 ye s n 2011-12 do la s fo complet on of ye 11 o below.	\$8,093	HATSEM calculation on Form 2009-10 Se vce of Income and Houng ng Bus c Conf dent al red Ln l Hoco d f la. D fle ence between ave age annual e n gns fo 20-24 ye old ve ave age annual e n gns fo 20-24 who completed ye 11 o l owe s an nd cut on of the entent to wh ch the ca se and fo asp at ons have played on t act, based on the assumpt on that ongo ng sup t at on (and success) s l med to educat onal outcomes	\$ 287,880	30%	\$ 188,948	50%	\$ 95,474	0%	\$ 95,474	10%	\$ 339 426
Supported learner - <b>Learner</b>	Back to School	Out each	55	1. Inc. ased phys cal wellbe ng	Based on face-to-face nte v ees and staff obse vst on	5%	3	One Season Basketball Hag at st on Fee, un fo ms, ep pment etc.	\$527	Total cost to un hndk ea pa ye = \$147 025. D y ded by no. of plays (400) = \$326.72	\$ 638	30%	\$ 90	10%	\$ 9	0%	\$ 9	40%	\$ 19
			55	2. Inc. ased emot onal we lbe ng	Based on face-to-face nte v ees and staff obse vst on	50%	28	Equ valent to cost of C n cal psyching st / course / ng sess on (10 pe ye )	\$1,345	Med ca e vltato \$134 50 pe sess on fo up to 50 sess ons can be cla med pe columba ye (Hydney journal ng webts). Recommended hou by fee fo psycholgs ts n 2015-16 = \$238.	\$ 54 238	20%	\$ 27,590	70%	\$ 19,373	0%	\$ 19,373	30%	\$ 48,099
			55	3. Imp oved per fo mance at school	Based on face-to-face nte v ees and staff obse vst on	75%	41	2 hou s tu to ng less on per month fo a ye	\$600	Spec at st math and engl sh tu ton (\$50 pe class)	\$ 24 750	10%	\$ 22,275	80%	\$ 17,820	0%	\$ 17,820	30%	\$ 44,704
			55	4. 3t enghen ng soc al nckson	Based on face-to-face nte v ees and staff obse vst on	50%	28	Ann age weekly spent by low and ave age wage ea no s n V cto a on act on act v es	\$3,887	Aust al an bu esu of Stat ct cs, Household Expend tu e Se vce, Aust al a Summa y of Resu ts, 2009-30	\$ 106,893	30%	\$ 74,823	60%	\$ 44,895	0%	\$ 44,895	30%	\$ 112,628
			55	5. Inc. ased engagement n mean ngful act v ty	Based on face-to-face nte v ees and staff obse vst on	50%	28	Cost of pol c ng to mon to ant- soc al behav or s of young people n the commu ty	\$3,746	The add t onal cost of pol c ng was calculated by f t dete n ng the ave age annual base wage fo a Consuable Level 3 n the V c Pol ca fo ce, be ng \$66,717 pe annum fo a 38 hou week ow 40 weeks = \$269.02 pe hou. Next, % of me ded cated to pol c ng ant- soc al behav or on the at set pe annum was dete n med by assum ng one n c dent pe month occu ed (12 n c dents pe annum), wh ch took 4 hou s to esolve and equ ed 2 pol ce off ce s to add een \$39.02 x 12 x 4 x 2 = \$3 746.00.	\$ 105,015	40%	\$ 61,809	60%	\$ 37,085	0%	\$ 37,085	30%	\$ 93,055
			55	6. Inc. ased employab lty	Based on face-to-face nte v ees and staff obse vst on	25%	14	D fle ence between annual Newsta t allowance and m n m um wage fo 18 ye old Adm n st at on off ce ose a ye	\$15,794	Aust al an Govt ement, Fa Wo l Combsuamnt, M n m um wages fo 18 ye old Adm n st at on Off ca = \$14.88 pe hou and Aust al an Govt ement, DHS, Payment asse fo Newsta t Allowance - s ngle, no ch ll em = \$523.44 pe fo tn ght	\$ 217,374	50%	\$ 108,587	60%	\$ 65,153	0%	\$ 65,153	30%	\$ 163,445
			55	7. Expanded sup t at ons	Based on face-to-face nte v ees and staff obse vst on	80%	44	D fle ence between ave age annual employe ncome pe sons of wo k ng age 25-59 ye s n 2011-12 do la s assess ng complet on of ye 12 and ave age annual employe ncome pe sons of wo k ng age 25-59 ye s n 2011-12 do la s fo complet on of ye 11 o below.	\$8,093	HATSEM calculation on Form 2009-10 Se vce of Income and Houng ng Bus c Conf dent al red Ln l Hoco d f la. D fle ence between ave age annual e n gns fo 20-24 ye old ve ave age annual e n gns fo 20-24 who completed ye 11 o l owe s an nd cut on of the entent to wh ch the ca se and fo asp at ons have played on t act, based on the assumpt on that ongo ng sup t at on (and success) s l med to educat onal outcomes	\$ 356,092	20%	\$ 284,874	50%	\$ 142 437	0%	\$ 142,437	10%	\$ 517 236
Outreach support <b>25 years - You</b>	Out each 25 ye s		30	1. Inc. ased phys cal wellbe ng	Based on face-to-face nte v ees and staff obse vst on	5%	2	One Season Basketball Hag at st on Fee, un fo ms, ep pment etc.	\$527	Total cost to un hndk ea pa ye = \$147 025. D y ded by no. of plays (400) = \$326.72	\$ 400	60%	\$ 198	30%	\$ 59	0%	\$ 59	40%	\$ 124
			30	2. Inc. ased emot onal we lbe ng	Based on face-to-face nte v ees and staff obse vst on	50%	15	Equ valent to cost of C n cal psyching st / course / ng sess on (10 pe ye )	\$1,345	Med ca e vltato \$134 50 pe sess on fo up to 50 sess ons can be cla med pe columba ye (Hydney journal ng webts). Recommended hou by fee fo psycholgs ts n 2015-16 = \$238.	\$ 18 675	20%	\$ 14,940	60%	\$ 8,964	0%	\$ 8,964	30%	\$ 22,488
			30	3. Imp oved per fo mance at school	Based on face-to-face nte v ees and staff obse vst on	25%	8	2 hou s tu to ng less on per month fo a ye	\$600	Spec at st math and engl sh tu ton (\$50 pe class)	\$ 4,500	20%	\$ 3,600	60%	\$ 2,160	0%	\$ 2,160	30%	\$ 5,419
			30	4. 3t enghen ng soc al nckson	Based on face-to-face nte v ees and staff obse vst on	50%	15	Ann age weekly spent by low and ave age wage ea no s n V cto a on act on act v es	\$3,887	Aust al an bu esu of Stat ct cs, Household Expend tu e Se vce, Aust al a Summa y of Resu ts, 2009-30	\$ 58 305	10%	\$ 52,475	80%	\$ 41,980	0%	\$ 41,980	30%	\$ 105,513
			30	5. Inc. ased engagement n mean ngful act v ty	Based on face-to-face nte v ees and staff obse vst on	40%	13	Cost of pol c ng to mon to ant- soc al behav or s of young people n the commu ty	\$3,746	The add t onal cost of pol c ng was calculated by f t dete n ng the ave age annual base wage fo a Consuable Level 3 n the V c Pol ca fo ce, be ng \$66,717 pe annum fo a 38 hou week ow 40 weeks = \$269.02 pe hou. Next, % of me ded cated to pol c ng ant- soc al behav or on the at set pe annum was dete n med by assum ng one n c dent pe month occu ed (12 n c dents pe annum), wh ch took 4 hou s to esolve and equ ed 2 pol ce off ce s to add een \$39.02 x 12 x 4 x 2 = \$3 746.00.	\$ 44 953	20%	\$ 35,961	70%	\$ 25,173	0%	\$ 25,173	30%	\$ 63,151
			30	6. Inc. ased employab lty	Based on face-to-face nte v ees and staff obse vst on	5%	2	D fle ence between annual Newsta t allowance and m n m um wage fo 18 ye old Adm n st at on off ce ose a ye	\$15,794	Aust al an Govt ement, Fa Wo l Combsuamnt, M n m um wages fo 18 ye old Adm n st at on Off ca = \$14.88 pe hou and Aust al an Govt ement, DHS, Payment asse fo Newsta t Allowance - s ngle, no ch ll em = \$523.44 pe fo tn ght	\$ 23 092	50%	\$ 11,846	60%	\$ 7,108	0%	\$ 7,108	30%	\$ 17,830
			30	7. Expanded sup t at ons	Based on face-to-face nte v ees and staff obse vst on	80%	24	D fle ence between ave age annual employe ncome pe sons of wo k ng age 25-59 ye s n 2011-12 do la s assess ng complet on of ye 12 and ave age annual employe ncome pe sons of wo k ng age 25-59 ye s n 2011-12 do la s fo complet on of ye 11 o below.	\$8,093	HATSEM calculation on Form 2009-10 Se vce of Income and Houng ng Bus c Conf dent al red Ln l Hoco d f la. D fle ence between ave age annual e n gns fo 20-24 ye old ve ave age annual e n gns fo 20-24 who completed ye 11 o l owe s an nd cut on of the entent to wh ch the ca se and fo asp at ons have played on t act, based on the assumpt on that ongo ng sup t at on (and success) s l med to educat onal outcomes	\$ 294,332	20%	\$ 151,388	90%	\$ 139 847	0%	\$ 139,847	10%	\$ 507,832

SROI Model (cont.)

Stage 1 Stakeholders			Stage 2 Outcomes				Stage 3 Financial Proxy			Stage 4 Establishing Impact					Stage 5 COUNTED VALUE			
Stakeholder	F Proj arms	# Stakeholders	Outcomes	Outcome Incidence	Quantify (%) - Stakeholder's view - inc/dec change	Outcome Incidence - Number of people experiencing change	Financial Proxy Description	Unit Cost	Source	Total Annual IP O to Impact calculated on	Deadweight (DW)		Attribution (AT)		Displacement (DP)		Drop-off	TOTAL NET PRESENT VALUE
				How do we measure it?							%	Incidence after DW	%	Incidence after DW and AT	%	Incidence after DW, AT and DP	Annual D up Off	
Outreach support >25 years - Frank	Out each >25 years	35	1. Inc eased phys cal wellbe ng	Based on face-to-face rite v ew s and staff c bse vat on	5%	3	One Season Basketball Reg at st on Fee, un fo ms, eq pment etc.	\$527	Total cost to un health re pe yea = \$147 025. D v ded by no. of plays (460) = \$326.72	\$ 698	60%	\$ 359	30%	\$ 108	0%	\$ 108	40%	\$ 227
		35	2. Inc eased emot onal wellbe ng	Based on face-to-face rite v ew s and staff c bse vat on	50%	28	Eq valent to cost of d n cal psycholog y / counsell ng sess on (30 pe yea )	\$1,240	Med ca e abata \$124.50 pe sess on fo up to 30 sess on can be cl med pe calmed yea (Hydney counsell ng webs tel, Recommended hou ly fee fo psycholog y n 2015-16 = \$238.	\$ 24,238	20%	\$ 27,390	60%	\$ 16,454	0%	\$ 16,454	30%	\$ 43,227
		35	3. Imp oved pe fo mance at school	Based on face-to-face rite v ew s and staff c bse vat on	0%	0	2 hou s tuto ng lesson pe month fo a yea	\$600	\$pac at math and engl sh tu ton (\$30 pe class)	\$ -	20%	\$ -	60%	\$ -	0%	\$ -	30%	\$ -
		35	4. St enghen ng soc al rclun on	Based on face-to-face rite v ew s and staff c bse vat on	50%	28	Ave age weekly spend by low and eve age wage es ne s n Vcto a on ec act on act vt es	\$3,887	Aust al an Bu seu of Stat at, Household Expend ture s Su vey, Aust al a Summry of Resu ts, 2009-10 ec act on act vt es	\$ 106,890	30%	\$ 6,203	60%	\$ 76,963	0%	\$ 76,963	30%	\$ 193,076
		35	5. Inc eased engagement n mean ngful act v ty	Based on face-to-face rite v ew s and staff c bse vat on	60%	33	Cost of pol c ng to mon to are - soc al behav ou s of young people n the communit y	\$3,746	The add t onal cost of pol c ng was calculated by f t date m n ng the ave age annual base wage fo a Constable Level 3 n the V c Pol ce Fo ca, be ng \$96,737 pe annum fo a 38 hou week ove 45 weeks = \$39,02 pe hou . Next, % of me d dated to pol c ng - soc al behav ou on the at set pe annum was dete n med by assum ng one rc dent pe month occu ad (12 cc dents pe annum), wh ch took 4 hou to solve and equ ad 2 pol ce off ce s to add es. \$39 02 x 12 x 4 = \$23,746.00.	\$ 123,618	20%	\$ 6,694	70%	\$ 69,236	0%	\$ 69,236	30%	\$ 173,665
		35	6. Inc eased employab l ty	Based on face-to-face rite v ew s and staff c bse vat on	20%	11	D ffe ence between annual Newsita t Allowance and m n murn wage fo 38 yea old Adm n at at on off ce ovs a yea	\$15,794	Aust al an Gove nment, Fe Wo k Ombudsman, M n murn wage fo 38 yea old Adm n at at on off ce = \$14.88 pe hou and Aust al an Gove nment, DHS, Payment des fo Newsita t Allowance - a rgle, no ch t d = \$523.44 pe fo to ng	\$ 171,750	50%	\$ 6,670	60%	\$ 2,122	0%	\$ 2,122	30%	\$ 130,756
35	7. Expanded asp at ons	Based on face-to-face rite v ew s and staff c bse vat on	20%	11	D ffe ence between ave age annual employee ncome pe sons of wo k ng age 25-59 yea s n 2011-12 dolla s assum ng complet on of yea 12 and ave age annual employee ncome pe sons of wo k ng age 25-59 yea s n 2011-12 dolla s fo complet on of yea 11 o below.	\$4,003	MATZEM calculat on fom 2009-10 Su vey of Income and Hou ng Bes c Conf dent al red Un t Race d f fe. D ffe ence between ave age annual es n n go fo 20-24 yea old vs ave age annual es n n go fo 20-24 who completed yea 11 o lower s an rd cat on of the extant to wh ch the ce es and lfe asp at ons have stayed on t ack, based on the assumpt on that ongo ng asp at on (and success) l rted to educat onal outcomes	\$ 89,023	0%	\$ 89,023	90%	\$ 80,121	0%	\$ 80,121	10%	\$ 290,948		
YSS - Abha	YSS	70	1. Inc eased phys cal wellbe ng	Based on face-to-face rite v ew s and staff c bse vat on	5%	4	One Season Basketball Reg at st on Fee, un fo ms, eq pment etc.	\$527	Total cost to un health re pe yea = \$147 025. D v ded by no. of plays (460) = \$326.72	\$ 1,144	90%	\$ 114	20%	\$ 11	0%	\$ 11	40%	\$ 28
		70	2. Inc eased emot onal wellbe ng	Based on face-to-face rite v ew s and staff c bse vat on	50%	35	Eq valent to cost of d n cal psycholog y / counsell ng sess on (30 pe yea )	\$1,240	Med ca e abata \$124.50 pe sess on fo up to 30 sess on can be cl med pe calmed yea (Hydney counsell ng webs tel, Recommended hou ly fee fo psycholog y n 2015-16 = \$238.	\$ 43,975	20%	\$ 34,600	60%	\$ 24,402	0%	\$ 24,402	30%	\$ 93,217
		70	3. Imp oved pe fo mance at school	Based on face-to-face rite v ew s and staff c bse vat on	25%	18	2 hou s tuto ng lesson pe month fo a yea	\$600	\$pac at math and engl sh tu ton (\$30 pe class)	\$ 10,500	30%	\$ 7,350	60%	\$ 4,410	0%	\$ 4,410	30%	\$ 13,063
		70	4. St enghen ng soc al rclun on	Based on face-to-face rite v ew s and staff c bse vat on	50%	35	Ave age weekly spend by low and eve age wage es ne s n Vcto a on ec act on act vt es	\$3,887	Aust al an Bu seu of Stat at, Household Expend ture s Su vey, Aust al a Summry of Resu ts, 2009-10 ec act on act vt es	\$ 136,045	30%	\$ 6,333	60%	\$ 7,339	0%	\$ 7,339	30%	\$ 143,343
		70	5. Inc eased engagement n mean ngful act v ty	Based on face-to-face rite v ew s and staff c bse vat on	46%	32	Cost of pol c ng to mon to are - soc al behav ou s of young people n the communit y	\$3,746	The add t onal cost of pol c ng was calculated by f t date m n ng the ave age annual base wage fo a Constable Level 3 n the V c Pol ce Fo ca, be ng \$96,737 pe annum fo a 38 hou week ove 45 weeks = \$39,02 pe hou . Next, % of me d dated to pol c ng - soc al behav ou on the at set pe annum was dete n med by assum ng one rc dent pe month occu ad (12 cc dents pe annum), wh ch took 4 hou to solve and equ ad 2 pol ce off ce s to add es. \$39 02 x 12 x 4 = \$23,746.00.	\$ 120,621	20%	\$ 6,497	70%	\$ 67,548	0%	\$ 67,548	30%	\$ 169,455
		70	6. Inc eased employab l ty	Based on face-to-face rite v ew s and staff c bse vat on	5%	4	D ffe ence between annual Newsita t Allowance and m n murn wage fo 38 yea old Adm n at at on off ce ovs a yea	\$15,794	Aust al an Gove nment, Fe Wo k Ombudsman, M n murn wage fo 38 yea old Adm n at at on off ce = \$14.88 pe hou and Aust al an Gove nment, DHS, Payment des fo Newsita t Allowance - a rgle, no ch t d = \$523.44 pe fo to ng	\$ 53,381	50%	\$ 27,490	60%	\$ 16,564	0%	\$ 16,564	30%	\$ 43,604
70	7. Expanded asp at ons	Based on face-to-face rite v ew s and staff c bse vat on	46%	32	D ffe ence between ave age annual employee ncome pe sons of wo k ng age 25-59 yea s n 2011-12 dolla s assum ng complet on of yea 12 and ave age annual employee ncome pe sons of wo k ng age 25-59 yea s n 2011-12 dolla s fo complet on of yea 11 o below.	\$4,003	MATZEM calculat on fom 2009-10 Su vey of Income and Hou ng Bes c Conf dent al red Un t Race d f fe. D ffe ence between ave age annual es n n go fo 20-24 yea old vs ave age annual es n n go fo 20-24 who completed yea 11 o lower s an rd cat on of the extant to wh ch the ce es and lfe asp at ons have stayed on t ack, based on the assumpt on that ongo ng asp at on (and success) l rted to educat onal outcomes	\$ 206,595	20%	\$ 206,476	90%	\$ 187,628	0%	\$ 187,628	10%	\$ 683,241		
Unique experiences - Adam	K d ch arm s Pa ty cts events / expe onces	80	1. Inc eased phys cal wellbe ng	Based on face-to-face rite v ew s and staff c bse vat on	0%	0	One Season Basketball Reg at st on Fee, un fo ms, eq pment etc.	\$527	Total cost to un health re pe yea = \$147 025. D v ded by no. of plays (460) = \$326.72	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	40%	\$ -
		80	2. Inc eased emot onal wellbe ng	Based on face-to-face rite v ew s and staff c bse vat on	80%	64	Eq valent to cost of d n cal psycholog y / counsell ng sess on (30 pe yea )	\$1,240	Med ca e abata \$124.50 pe sess on fo up to 30 sess on can be cl med pe calmed yea (Hydney counsell ng webs tel, Recommended hou ly fee fo psycholog y n 2015-16 = \$238.	\$ 79,690	20%	\$ 63,744	60%	\$ 50,995	0%	\$ 50,995	30%	\$ 127,690
		80	3. Imp oved pe fo mance at school	Based on face-to-face rite v ew s and staff c bse vat on	0%	0	2 hou s tuto ng lesson pe month fo a yea	\$600	\$pac at math and engl sh tu ton (\$30 pe class)	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	30%	\$ -
		80	4. St enghen ng soc al rclun on	Based on face-to-face rite v ew s and staff c bse vat on	25%	20	Ave age weekly spend by low and eve age wage es ne s n Vcto a on ec act on act vt es	\$3,887	Aust al an Bu seu of Stat at, Household Expend ture s Su vey, Aust al a Summry of Resu ts, 2009-10 ec act on act vt es	\$ 77,740	40%	\$ 46,644	60%	\$ 37,315	0%	\$ 37,315	30%	\$ 93,613
		80	5. Inc eased engagement n mean ngful act v ty	Based on face-to-face rite v ew s and staff c bse vat on	25%	20	Cost of pol c ng to mon to are - soc al behav ou s of young people n the communit y	\$3,746	The add t onal cost of pol c ng was calculated by f t date m n ng the ave age annual base wage fo a Constable Level 3 n the V c Pol ce Fo ca, be ng \$96,737 pe annum fo a 38 hou week ove 45 weeks = \$39,02 pe hou . Next, % of me d dated to pol c ng - soc al behav ou on the at set pe annum was dete n med by assum ng one rc dent pe month occu ad (12 cc dents pe annum), wh ch took 4 hou to solve and equ ad 2 pol ce off ce s to add es. \$39 02 x 12 x 4 = \$23,746.00.	\$ 74,920	40%	\$ 44,952	60%	\$ 26,971	0%	\$ 26,971	30%	\$ 67,663
		80	6. Inc eased employab l ty	Based on face-to-face rite v ew s and staff c bse vat on	0%	0	D ffe ence between annual Newsita t Allowance and m n murn wage fo 38 yea old Adm n at at on off ce ovs a yea	\$15,794	Aust al an Gove nment, Fe Wo k Ombudsman, M n murn wage fo 38 yea old Adm n at at on off ce = \$14.88 pe hou and Aust al an Gove nment, DHS, Payment des fo Newsita t Allowance - a rgle, no ch t d = \$523.44 pe fo to ng	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	30%	\$ -
		80	7. Expanded asp at ons	Based on face-to-face rite v ew s and staff c bse vat on	50%	40	D ffe ence between ave age annual employee ncome pe sons of wo k ng age 25-59 yea s n 2011-12 dolla s assum ng complet on of yea 12 and ave age annual employee ncome pe sons of wo k ng age 25-59 yea s n 2011-12 dolla s fo complet on of yea 11 o below.	\$4,003	MATZEM calculat on fom 2009-10 Su vey of Income and Hou ng Bes c Conf dent al red Un t Race d f fe. D ffe ence between ave age annual es n n go fo 20-24 yea old vs ave age annual es n n go fo 20-24 who completed yea 11 o lower s an rd cat on of the extant to wh ch the ce es and lfe asp at ons have stayed on t ack, based on the assumpt on that ongo ng asp at on (and success) l rted to educat onal outcomes	\$ 80,800	40%	\$ 48,508	90%	\$ 43,702	0%	\$ 43,702	10%	\$ 158,697
Fem lles and sghcant others of young people	n/a	600	2. Inc eased emot onal wellbe ng	Based on pe ent wo kshop	40%	240	Eq valent to cost of d n cal psycholog y / counsell ng sess on (30 pe yea )	\$1,240	Med ca e abata \$124.50 pe sess on fo up to 30 sess on can be cl med pe calmed yea (Hydney counsell ng webs tel, Recommended hou ly fee fo psycholog y n 2015-16 = \$238.	\$ 298,800	40%	\$ 179,280	60%	\$ 143,424	0%	\$ 143,424	20%	\$ 493,672
		600	4. St enghen ng soc al rclun on	Based on pe ent wo kshop	40%	240	Ave age weekly spend by low and eve age wage es ne s n Vcto a on ec act on act vt es	\$3,887	Aust al an Bu seu of Stat at, Household Expend ture s Su vey, Aust al a Summry of Resu ts, 2009-10 ec act on act vt es	\$ 932,880	60%	\$ 579,532	70%	\$ 261,206	0%	\$ 261,206	20%	\$ 798,369
Justice system (including police, courts, Juven le juston, and correctional)	n/a	30	8. Reduced costs on the ut ce system	Based on ha f of the 46% of YSS pe t c parts who s a c bse vat to be expe encng d ffe onces n the lfe that s go ng n a post ved et on and self alant f they at ck to the plan they can see s b ghe futu fo themselves (16) plus an est mated 2% of pa t c parts n othe p og am s (14). Total est mated potental ly avo ded detent on = \$0	50%	15	The ave age cost of detent on pe young pe son was calculated based on the med an du at on of detent on (days) and the total cost of detent on pe day	\$95,038	New South Wales Gove nment, Depa tment of Juven le Just ce, A R ateg c Rev ew of the NSW Juven le Just ce System. Aust al an Inst tute of Health and Wellf e, Youth Just ce n Aust ce n 2011 -12.	\$ 25,420	30%	\$ 167,794	60%	\$ 294,235	0%	\$ 294,235	30%	\$ 798,139
		30	2. Inc eased emot onal wellbe ng	Based on rite v ew s w th bow d and c bse vat on	75%	15	Eq valent to cost of d n cal psycholog y / counsell ng sess on (30 pe yea )	\$1,240	Med ca e abata \$124.50 pe sess on fo up to 30 sess on can be cl med pe calmed yea (Hydney counsell ng webs tel, Recommended hou ly fee fo psycholog y n 2015-16 = \$238.	\$ 18,075	40%	\$ 11,208	60%	\$ 6,793	0%	\$ 6,793	30%	\$ 12,042
20th Men volunteers and supporters (including Board)	n/a	20	4. St enghen ng soc al rclun on	Based on rite v ew s w th bow d and c bse vat on	25%	5	Ave age weekly spend by low and eve age wage es ne s n Vcto a on ec act on act vt es	\$3,887	Aust al an Bu seu of Stat at, Household Expend ture s Su vey, Aust al a Summry of Resu ts, 2009-10 ec act on act vt es	\$ 19,435	40%	\$ 11,861	60%	\$ 9,329	0%	\$ 9,329	30%	\$ 29,493
		20	6. Inc eased employab l ty	Based on rite v ew s w th bow d and c bse vat on	5%	1	D ffe ence between annual Newsita t Allowance and m n murn wage fo 38 yea old Adm n at at on off ce ovs a yea	\$15,794	Aust al an Gove nment, Fe Wo k Ombudsman, M n murn wage fo 38 yea old Adm n at at on off ce = \$14.88 pe hou and Aust al an Gove nment, DHS, Payment des fo Newsita t Allowance - a rgle, no ch t d = \$523.44 pe fo to ng	\$ 15,794	40%	\$ 9,477	60%	\$ 5,686	0%	\$ 5,686	20%	\$ 17,114

\$ 15,415,541

SROI Ratio 1: 13.0