

# YOUTH PARTNERSHIP PROJECT

Place Based Collective Impact and  
Evaluating for Systems Change





# THE SITUATION

**“ONE** in **FOUR** young people who walked through the gates of Banksia Hill Detention Centre **WERE FROM THE SOUTH EAST CORRIDOR”**

# THE SITUATION

“In 2017, WA spent **\$55 MILLION**  
on locking up young people in  
**JUVENILE DETENTION**”





# THE SITUATION

A lot has been tried to combat these problems,  
but the statics prove **WHAT WE ARE DOING**  
just **ISN'T WORKING**



# THE SITUATION



# THE YOUTH PARTNERSHIP PROJECT

“This is a **SHARED PROBLEM** that demands a **SHARED SOLUTION**”



# THE YOUTH PARTNERSHIP PROJECT



Government of Western Australia  
Department of Communities



Department of  
Local Government, Sport  
and Cultural Industries



Department of  
Education

CITY OF Armadale



YMCAWA



GOVERNMENT OF  
WESTERN AUSTRALIA

Department of Justice



Save the Children



Hope  
Community  
Services



Achieving excellence together



NEERIGEN  
BROOK  
PRIMARY SCHOOL



MISSION  
AUSTRALIA

GROW YOUR LIFE



Woolworths  
The fresh food people



REACH  
TEACH

GIVIT  
goods for good causes



Wungening Aboriginal  
Corporation  
Healing Aboriginal Peoples:  
Mind, Body and Spirit



Peedac  
Pty Ltd

Starick



# THE YOUTH PARTNERSHIP PROJECT

If we get the **RIGHT SUPPORT**, to the **RIGHT YOUNG PEOPLE**, at the **RIGHT TIME** we will **REDUCE THE DEMAND ON YOUTH JUSTICE**, and more importantly, young people will thrive in their community.



# HOW IT WORKS

## 1) Identification



Partners identify young people who would benefit from AYIP using the Shared Definition of Young People with Complex Needs

## 2) Consent



AYIP Coordinator engages family & seeks consent

## 3) Building Relationships



Young People engage with mentors and youth workers during intensive school holiday program

## 4) Assessment of Needs



Young people's needs are assessed through observational assessment, cognitive & emotional assessment, & functional assessment of cognitive, literacy & educational abilities

## 5) Coordinated & Holistic Support

AYIP Partners provide a range of support for the Young Person & their family, coordinated by the AYIP Coordinator and supported by youth workers from AYIP partner organisations



# WHAT ARE WE EVALUATING?

## **HYPOTHESIS:**

The YIP early intervention model reduces the demand on the youth justice service system



## **SYSTEM SUB-HYPOTHESIS:**

The Armadale Youth Intervention Partnership is an effective and efficient early intervention system that provides the right support, to the right young people at the right time and reduces demand on the youth justice services system.

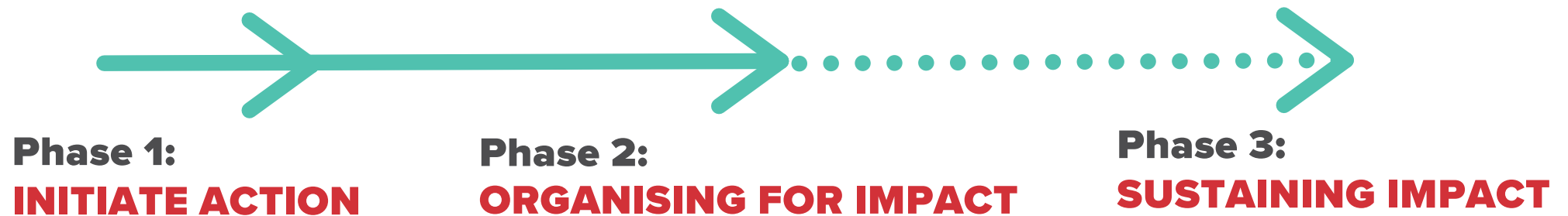


## **INDIVIDUAL SUB-HYPOTHESIS:**

The Armadale Youth Intervention Partnership prevents or reduces young people exposure to the juvenile justice services system.

# DEVELOPMENTAL EVALUATION

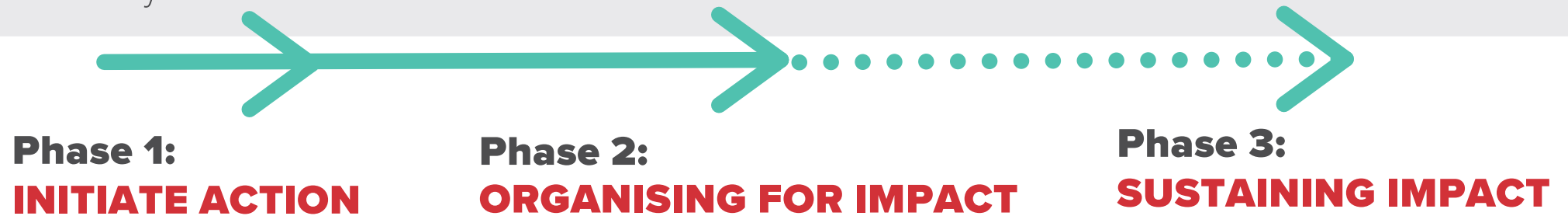
The YPP has developed a 3 phase assessment model based on collective impact literature, to assess the extent the YIP Model increases **capacity** & **connection** of early intervention service system





# YPP Systems

YPP Systems – ME Plan



## METHODS TO ASSESS - SYSTEMS CHANGE STRATEGIES AND COLLABORATION:

- YPP: Report Card: “Systems Tracking Tool Matrix”.
- Stakeholder Survey: Collaboration Assessment.
- Stakeholders Interviews - Most Significant Change.

# Youth Partnership Project - Developmental Assessment

YPP Tracking Tool- Sept 2018.



Progress of the collective towards intermediate and long-term outcomes will be assessed using a three phase- developmental assessment model, based on a colour system:

Red: Under threat; Yellow: Working towards; Light Yellow: achieved and ongoing; Green: Achieved; Grey: to be assessed; White cells: achievement not yet expected.

| STRATEGIES  | INITIATE ACTION   | ORGANISING FOR IMPACT   | SUSTAINING IMPACT   |
|---|---|---|---|
| Co-define and Co-design with young people with lived experience and service providers | <ul style="list-style-type: none"> <li>Problem co-defined with young people and service providers</li> <li>Matrix developed to identify young people with complex needs at risk of entering the juvenile justice system, across govt. depts.</li> </ul> | <ul style="list-style-type: none"> <li>Matrix tested and reviewed by YPP Steering Committee.</li> </ul>   | <ul style="list-style-type: none"> <li>The YPP Matrix is a validated as an effective tool to identify young people experiencing complex needs at risk of entering the criminal justice system.</li> </ul> |
| Support Partnership Prioritise relationships  | <ul style="list-style-type: none"> <li>Young people with complex needs identified per geographical area using AYP Matrix</li> </ul>   | <ul style="list-style-type: none"> <li>Cross sector intensive engagement mechanisms are designed and implemented.</li> </ul>  | <ul style="list-style-type: none"> <li>Partnership implemented intensive engagement mechanisms consistently.</li> </ul>   |
|   |   | <ul style="list-style-type: none"> <li>Partners engaged in the implementation of cross sector intensive engagement mechanisms (I and II)</li> </ul>                                     | <ul style="list-style-type: none"> <li>Partnership able to respond to young people's complex needs.</li> </ul>  |
|   |   | <ul style="list-style-type: none"> <li>Partners resourced the design and implementation of the cross sector intensive engagement mechanisms. (I, Intellectual, HR, physical)</li> </ul> | <ul style="list-style-type: none"> <li>YPP Model has engaged young people with complex needs in the early intervention service system.</li> </ul>   |
|   |   | <ul style="list-style-type: none"> <li>Partners consider that the engagement mechanisms are essential to achieve YPP goals.</li> </ul>  |   |
| Continuous communication across the system  | <ul style="list-style-type: none"> <li>Partners share language regarding complexity faced by young people and strategies designed to address them.</li> </ul>   | <ul style="list-style-type: none"> <li>Communication mechanisms used by partnership to facilitate collaboration.</li> </ul>   | <ul style="list-style-type: none"> <li>Regular and consistent report to community and partners.</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>Communication mechanisms developed to facilitate collaboration.</li> </ul>   | <ul style="list-style-type: none"> <li>Communication facilitates participatory decision making processes.</li> </ul>  |   |
|   |   | <ul style="list-style-type: none"> <li>Partners considered that communication mechanisms are adequate and effective.</li> </ul>   | <ul style="list-style-type: none"> <li>Partners considered they can access data when they need it.</li> </ul>   |



# YPP Systems

## YPP Systems Tracking Tool- What is new?

13 New Indicators designed for partners to assess the collaboration process in regards:

- Shared goals
- Shared resources
- Shared authority
- Shared accountability
- Whole-system engagement
- Communication flows
- Building adaptive capacity
- Holding/authorising environment

### Youth Partnership Project - Developmental Assessment

YPP Tracking Tool- Sept 2018.



Progress of the collective towards intermediate and long term outcomes will be assessed using a three phase: developmental assessment model<sup>1</sup>, based on a colour system: Red: Under threat; Yellow: Working towards; Light Yellow: achieved and ongoing; Green: Achieved; Grey: to be assessed; White cells: achievement not yet expected

| STRATEGIES  | INITIATE ACTION  | ORGANISING FOR IMPACT  | SUSTAINING IMPACT  |
|---|--|--|--|
| Co-define and Co-design with young people with lived experience and service providers | <input checked="" type="checkbox"/> Problem co-defined with young people and service providers<br><input checked="" type="checkbox"/> Matrix developed to identify young people with complex needs at risk of entering the juvenile justice system, across govt. depts.<br><input checked="" type="checkbox"/> Partners test that services and community have participated in the definition of the problem.<br>Partners considered that the YPP has clearly defined the problem it wishes to address<br>Partners agreed that young people have a voice as members of the YP   | <input checked="" type="checkbox"/> Matrix tested and reviewed by YP Steering Committee.<br><input checked="" type="checkbox"/> Young people, their families and service providers co-designed support strategies according to gaps identified in the early intervention service system  | <input checked="" type="checkbox"/> The YP Matrix is a validated as an effective tool to identify young people experiencing complex needs at risk of entering the criminal justice system.   |
| Support Partnership Prioritise relationships  | <input checked="" type="checkbox"/> YPP Matrix used to identify young people per geographical area using AYPP Matrix   | <input checked="" type="checkbox"/> Cross sector intensive engagement mechanisms are designed and implemented.<br><input checked="" type="checkbox"/> Partners engaged in the implementation of cross sector intensive engagement mechanisms (I and II)<br><input checked="" type="checkbox"/> Partners resourced the design and implementation of the cross sector intensive engagement mechanisms (I, Intellectual, HR, physical)<br><input checked="" type="checkbox"/> Partners consider that the engagement mechanisms are essential to achieve YPP goals.  | <input checked="" type="checkbox"/> Partnership implemented intensive engagement mechanisms consistently.<br><input checked="" type="checkbox"/> Partnership able to respond to young people's complex needs.<br><input checked="" type="checkbox"/> YPP Model has engaged young people with complex needs in the early intervention service system.   |
| Continuous communication across the system  | <input checked="" type="checkbox"/> Partners share language regarding complexity faced by young people and strategies designed to address them.<br><input checked="" type="checkbox"/> Partners facilitate collaboration.<br><input checked="" type="checkbox"/> SIM Change the story report. Need addressed using population level indicators per geographical area.  | <input checked="" type="checkbox"/> Communication mechanisms used by partnership to facilitate collaboration.<br><input checked="" type="checkbox"/> Communication mechanisms permeating decision making processes.<br><input checked="" type="checkbox"/> Partners considered that communication mechanisms are adequate and effective.<br><input checked="" type="checkbox"/> YPP Partners shared understanding of the Operational Model   | <input checked="" type="checkbox"/> Regular and consistent report to community and partners.<br><input checked="" type="checkbox"/> data when they need it.  |
| Resource Coordination   | <input checked="" type="checkbox"/> Backbone organisation structured and resourced to provide administrative and technical support.<br><input checked="" type="checkbox"/> Service map for young people developed per LGA in South East Metro.<br><input checked="" type="checkbox"/> Partners can articulate a shared vision and how they're contributing to the cross sector outcomes.<br><input checked="" type="checkbox"/> Partners agree on the communication strategy collaboration is required to support young people with complex needs.<br><input checked="" type="checkbox"/> Partners support clear roles and responsibilities. | <input checked="" type="checkbox"/> Partners from all relevant sectors engaged with YP Operational governance structure.<br><input checked="" type="checkbox"/> Relevant partners are contributing to the design of collaborative needs assessment for young people.<br><input checked="" type="checkbox"/> Partners are contributing to the development of collaborative action plans for young people.<br><input checked="" type="checkbox"/> shared across the partnership.<br><input checked="" type="checkbox"/> Partners agreed on the YP Model as the shared approach of the collective.<br><input checked="" type="checkbox"/> Partners trust one another. | <input checked="" type="checkbox"/> Partners maintain long term <sup>2</sup> memberships (I months/years).<br><input checked="" type="checkbox"/> Partners established long term contribution <sup>3</sup> to the development and delivery of holistic support for young people. In kind financial support.<br><input checked="" type="checkbox"/> Collaboration action plans reviewed and adapted according to participants needs.<br><input checked="" type="checkbox"/> Partners agreed on sharing resources. |

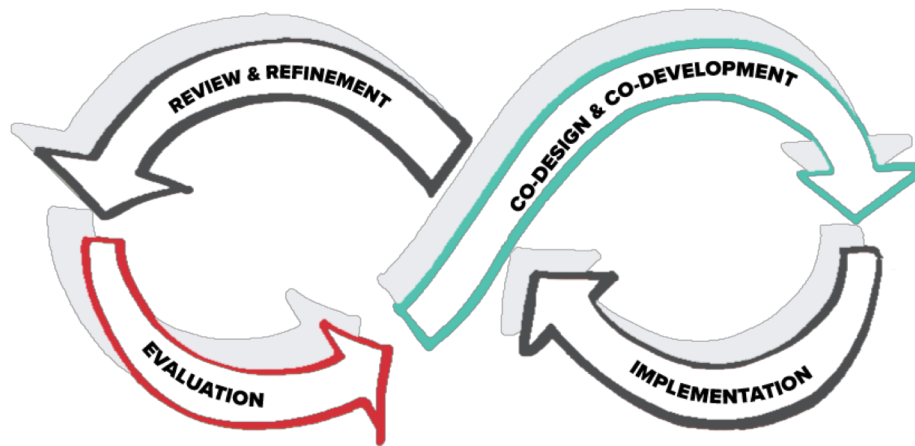
<sup>1</sup> YPP developmental assessment has been developed based on Kania and Kramer's new OECD and Simon-Schneider Theory of Action OECD.

<sup>2</sup> The Partnership defines "long term" as the period of time for which the partnership has been resourced and on the partner agency is resourced to deliver services in the community.

<sup>3</sup> The partnership defines "long term contribution" as the total amount of in-kind and financial resources provided to the partnership during the time for which the partnership has been resourced and on the partner agency is resourced to deliver services in the community.

# DEVELOPMENTAL EVALUATION

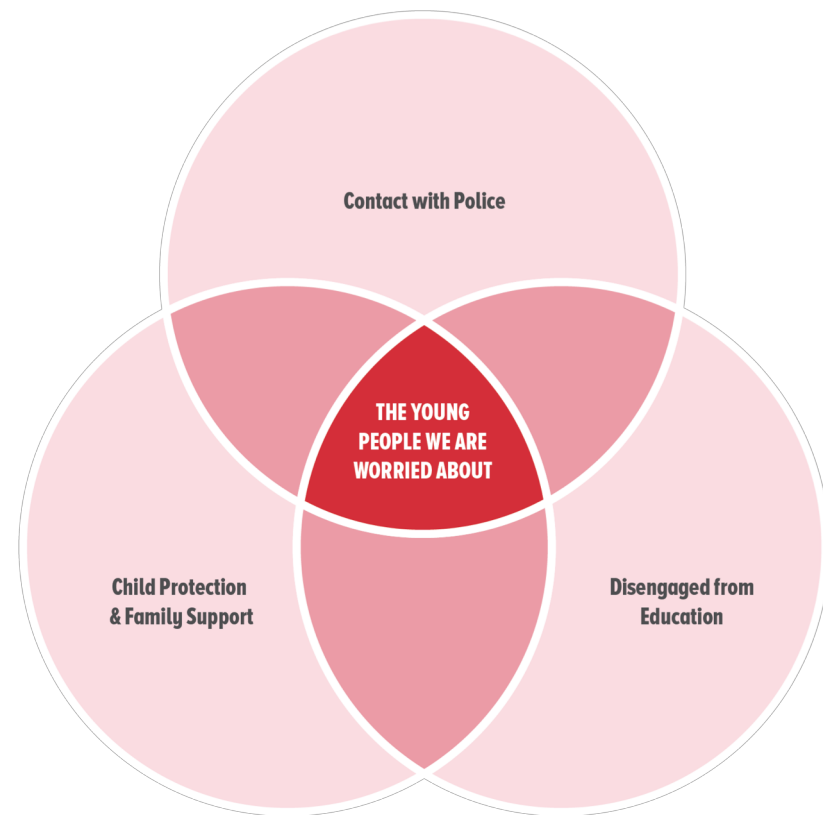
**Developmental Evaluation** is an approach that facilitates ‘real-time’ feedback to partners thus facilitating a **continuous development loop**.



# DEVELOPMENTAL EVALUATION

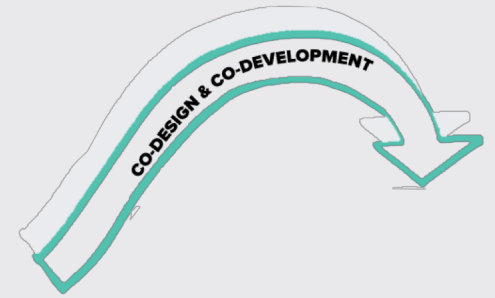
Example- YPP Definition of young people with complex needs

Partners identify young people who would benefit from the Youth Intervention Partnership using the Shared Definition of Young People with Complex Needs



# DEVELOPMENTAL EVALUATION

Co-design & Co-development



## Government Definitions of “At Risk” Youth



Government of **Western Australia**  
Department of **Communities**



Department of  
**Education**



## Backed Up by Theory



# DEVELOPMENTAL EVALUATION

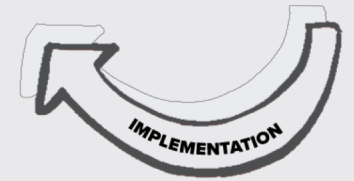
## Co-design & Co-development

**The Youth Partnership Project defines young people with complex needs as young people, who experience the hard indicators listed below, and any additional risk factors:**

|                 | SITUATIONAL RISK FACTORS   | INDIVIDUAL RISK FACTORS  |
|-----------------|--|--|
| HARD INDICATORS | <ul style="list-style-type: none"><li>• A young person who is related to, associated with or seen with an offender; or who is a witness to or associated with offending.</li><li>• A young person living in a conflicting home environment, as indicated by:<ul style="list-style-type: none"><li>a. referrals to DoC-CPFS for child protection concerns (including Family and Domestic Violence); and/or</li><li>b. being subject to a safety &amp; wellbeing assessment; and/or</li><li>c. being in the care of DoC-CPFS</li></ul></li></ul> | <ul style="list-style-type: none"><li>• A young person who has:<ul style="list-style-type: none"><li>a. School attendance rate below 59% over 24 months,<sup>1</sup> and/or</li><li>b. 8+ suspensions and/or a total of 30 days suspension, and/or</li><li>c. Involved in critical incidences, including physical assault or intimidating/threatening behaviour</li></ul></li></ul>                          |
| SOFT INDICATORS | <ul style="list-style-type: none"><li>• A young person experiencing social disadvantage; such as unemployed carers, homelessness or housing stress, family breakdown, transience, lower socioeconomic families or primary carers identified as having issues with mental health, alcohol or other drugs;<sup>2</sup></li><li>• A young person who is street present</li><li>• Lack of recreational or positive leisure activities</li></ul>  | <ul style="list-style-type: none"><li>• A young person presents with mental health concerns e.g. depression, anxiety, conduct disorders and/or alcohol and substance abuse</li><li>• A young person who, if at school, is<ul style="list-style-type: none"><li>a. Not coping in classroom situations;</li><li>b. Showing signs of low self-esteem and or difficulty with problem solving</li></ul></li></ul> |

# DEVELOPMENTAL EVALUATION

## Implementation



Department of  
**Education**



Government of **Western Australia**  
Department of **Communities**



Western Australia Police



Youth Intervention Partnership





# DEVELOPMENTAL EVALUATION

## Review & Refinement



Connection to a relative/associate with high offending is probably more relevant than a current PPO



Young People in Care wouldn't be picked up, because their school attendance would be monitored by case worker.

However, being in care places young people at significant risk of entering justice system.



Government of **Western Australia**  
Department of **Communities**

Attendance Rate over 2 years will more accurately depict risk, then a point in time.



Department of  
**Education**

Critical incident reports aren't connected to individual students

Students who attend but are significantly disengaged are also at high risk



# DEVELOPMENTAL EVALUATION

## Evaluation



Retrospective Analysis: Qualitative assessment from YIP Partners resulted on:

- New process to implement the tool.
- Reduce/edit list of hard indicators.

### **Next Steps:**

1. Formal partnership with Treasury in Western Australia- Social Investment Data Resource.



# YPP Individual Level

## YIP Individual Evaluation Plan

- Administrative data sets
- Specialised assessments

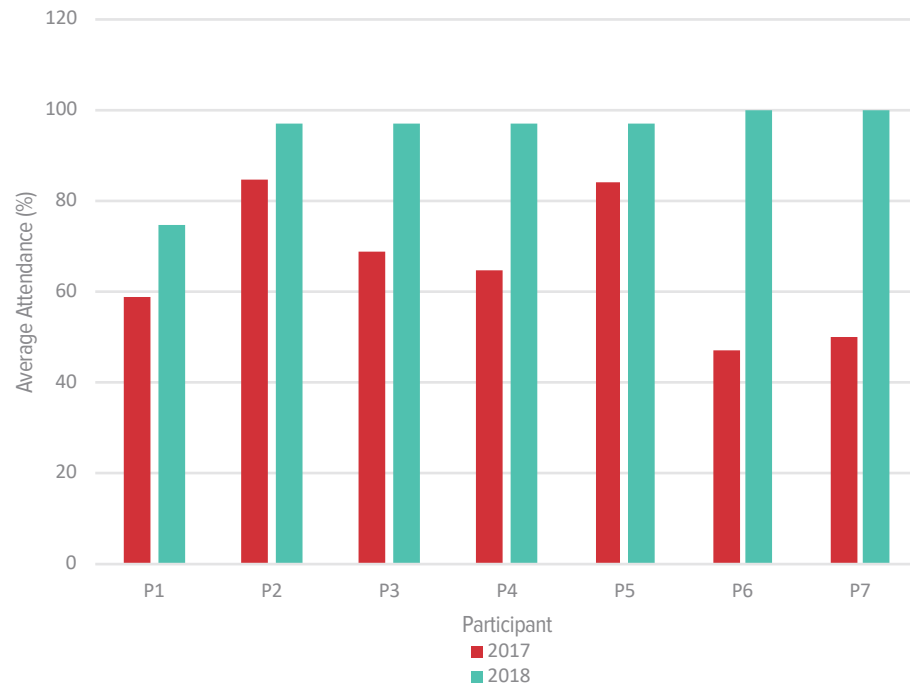


YIP Observational Analysis

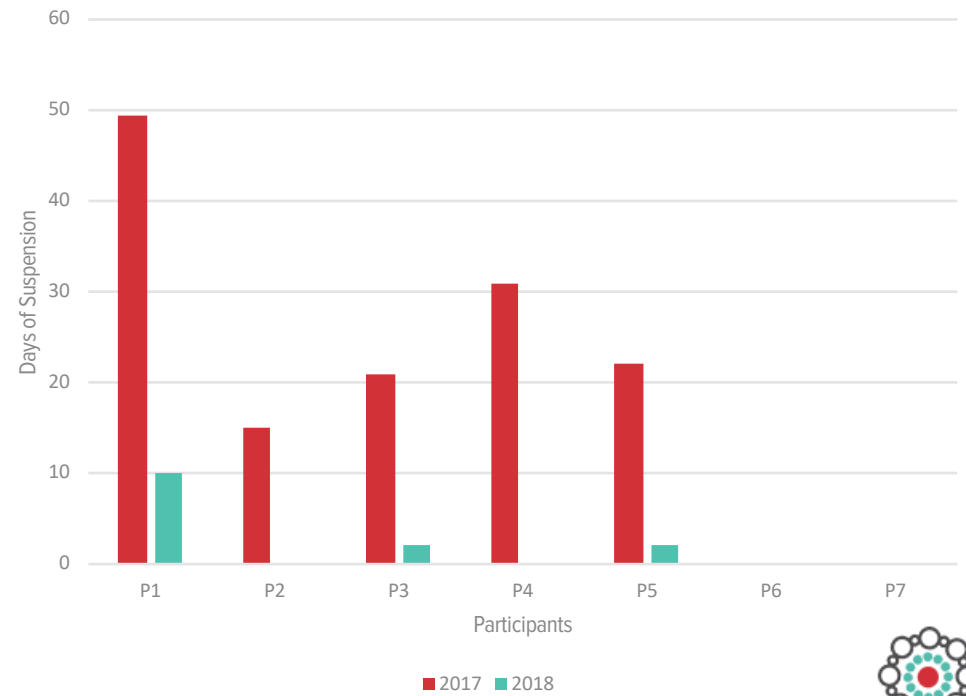
Interviews: MSC

# IMPACT EVALUATION

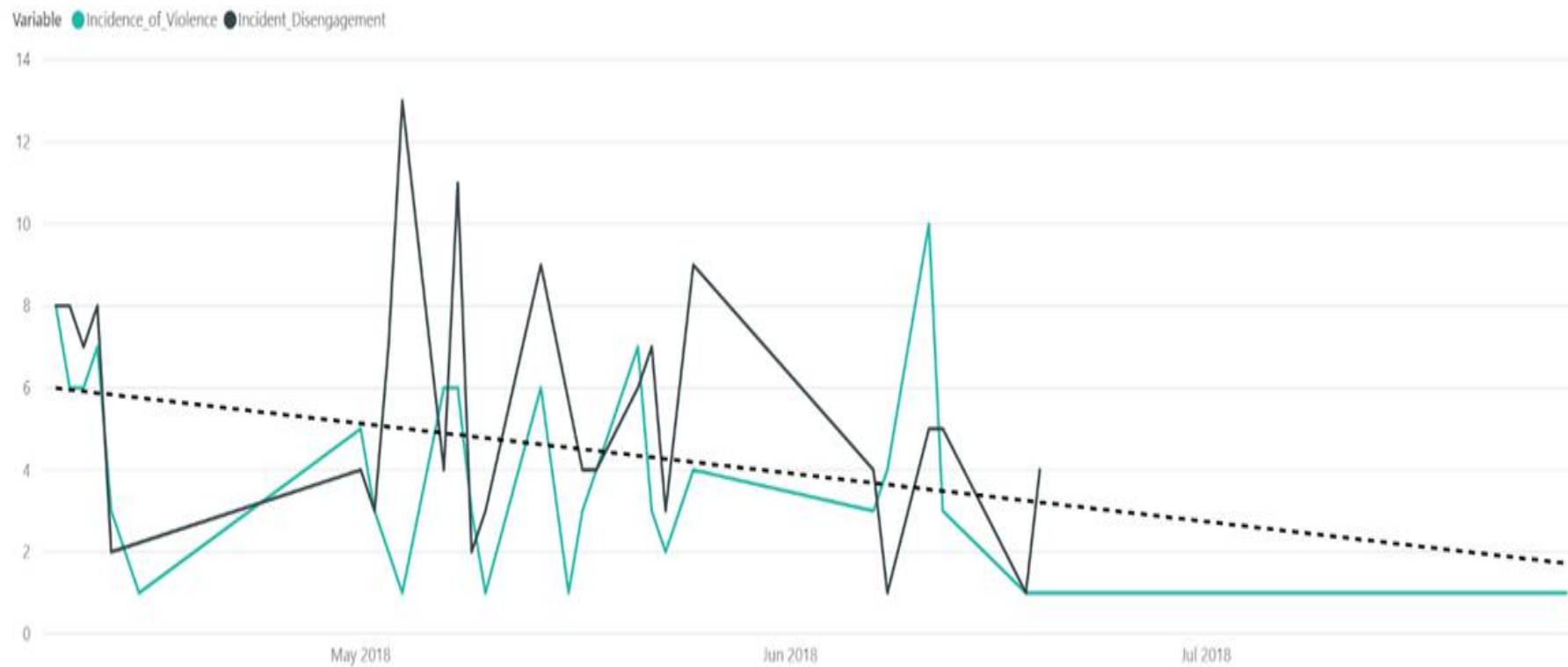
## Change in Average Attendance



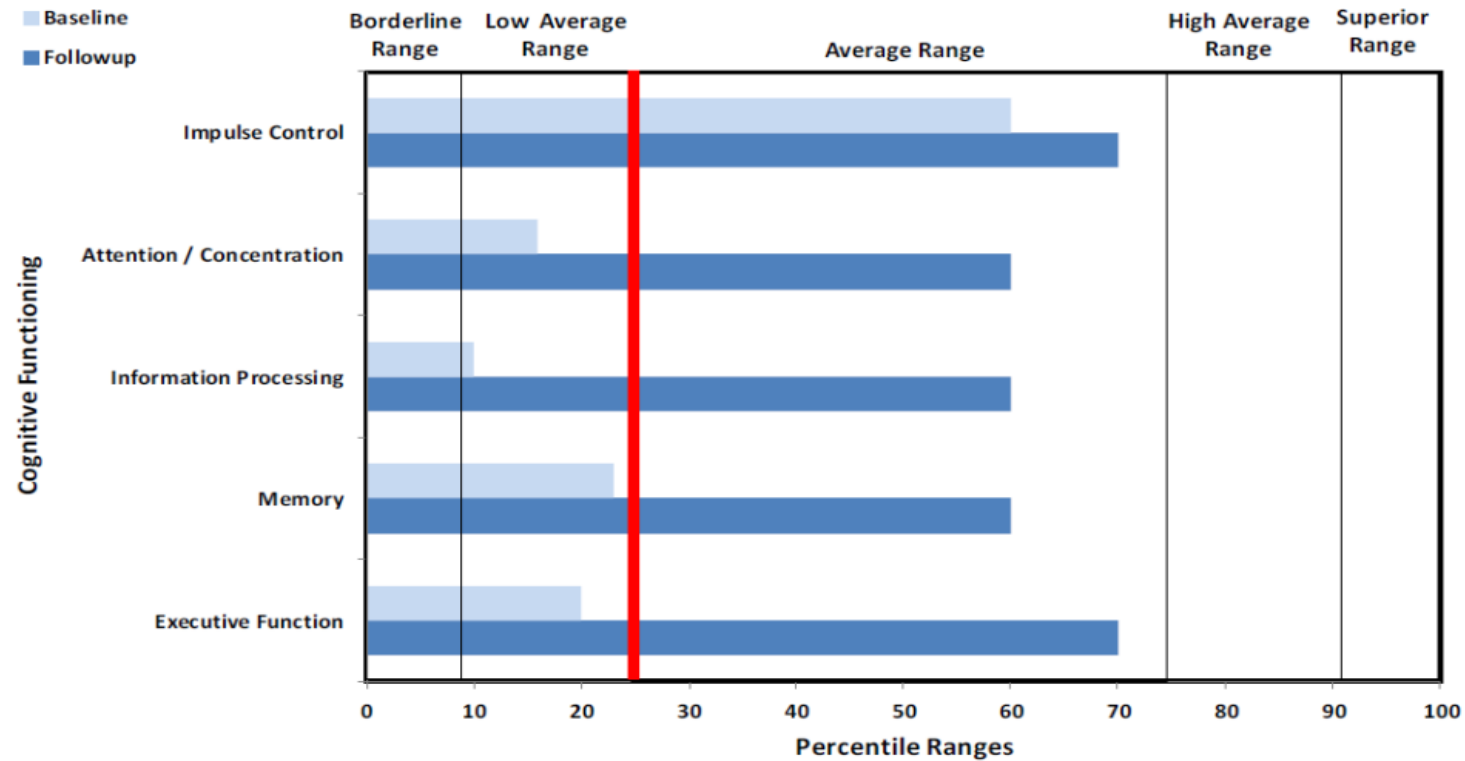
## Change in Days of Suspension



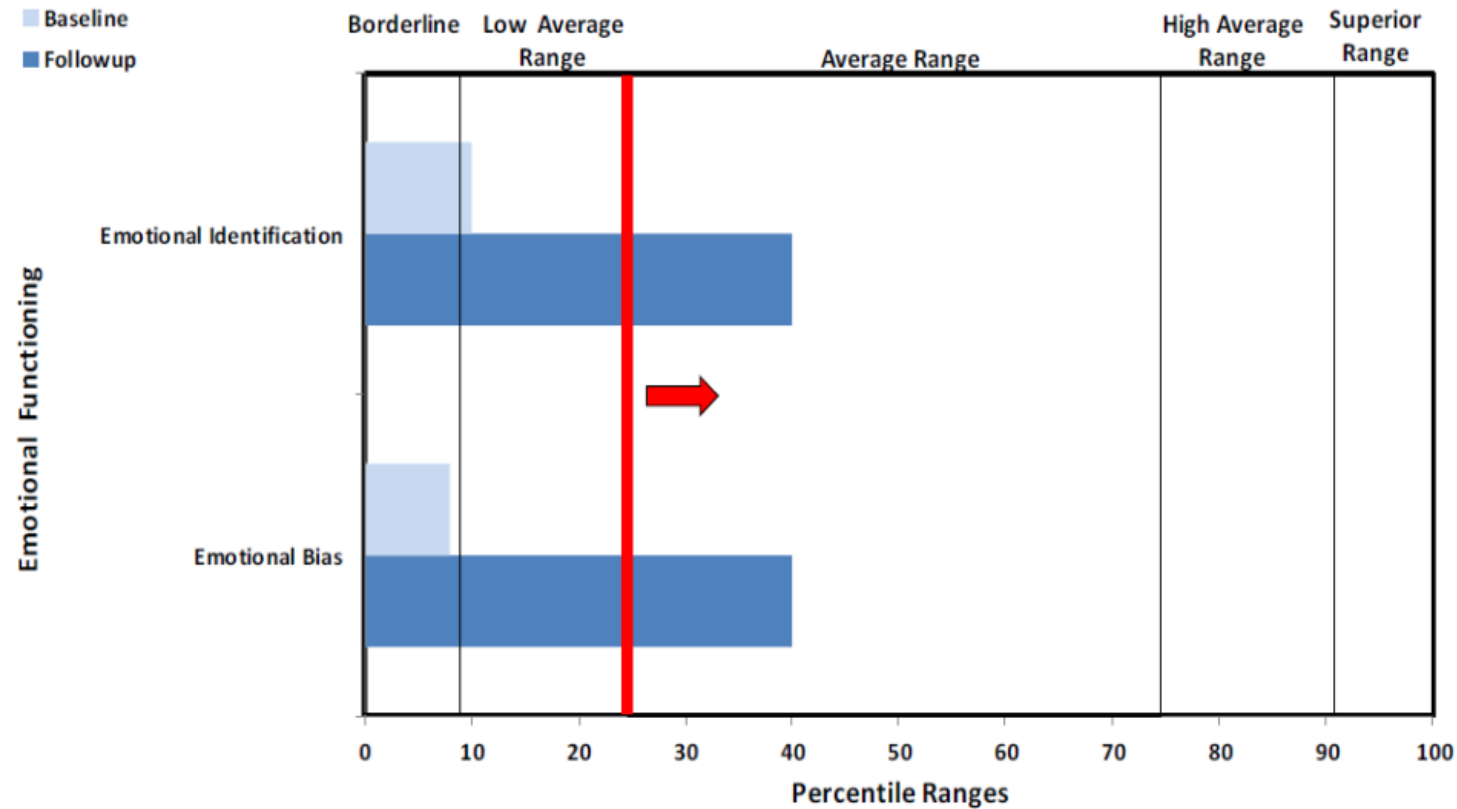
# IMPACT EVALUATION



# IMPACT EVALUATION



# IMPACT EVALUATION



# **COST OF BUSINESS AS USUAL**

Every time a young person is convicted **\$33,231**



**POLICE**

**\$2,840**



**COURTS**

**\$1,276**



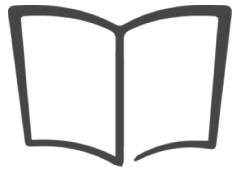
**SENTENCE**

**\$29,115**



# **COST OF BUISSNESS AS USUAL**

But there are other costs too:



**EDUCATION**



**CHILD PROTECTION**



**HEALTH**



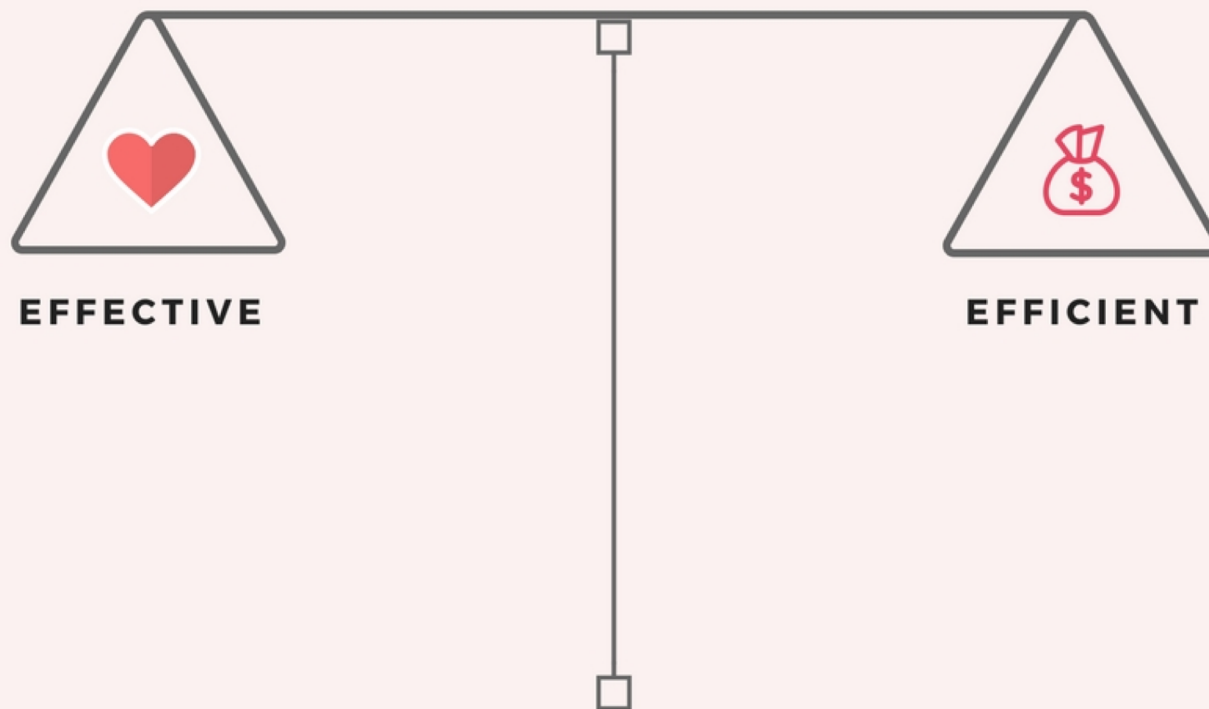
**COSTS OF CRIME**

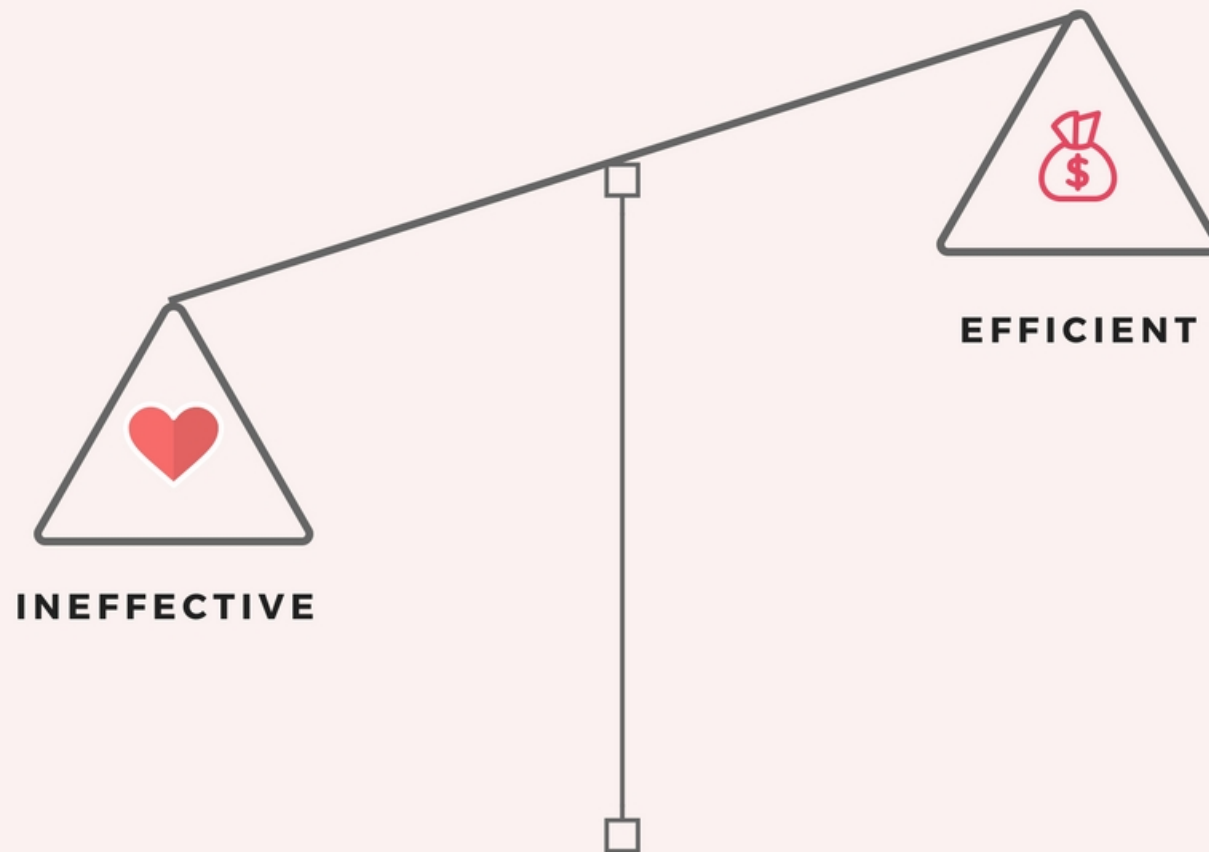


**FUTURE EMPLOYMENT**



**AND MORE**





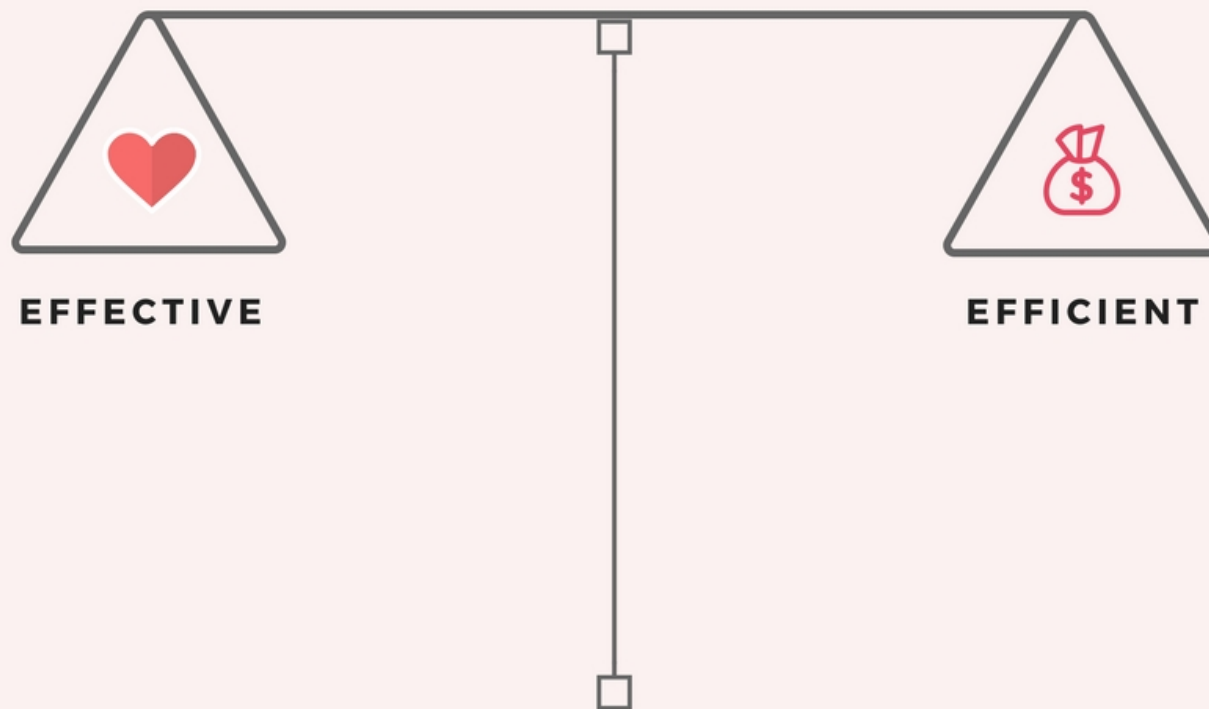


**EFFECTIVE**



**INEFFICIENT**





## **Maria Collazos**

Project Design & Development Officer  
**Save the Children, WA**



[YouthPartnershipProject.org.au](http://YouthPartnershipProject.org.au)



Youth Partnership Project



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