

# Partnership Brokers Program

## Baseline Social Return on Investment Analysis

### SUMMARY REPORT

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## About Social Ventures Australia

Social Ventures Australia (SVA) works with innovative partners to invest in social change. We help to create better education and employment outcomes for disadvantaged Australians by bringing the best of business to the ‘for purpose’ sector, and by working with partners to strategically invest capital and expertise. SVA Social Finance introduces new capital and innovative financial models to help solve entrenched problems.

SVA Consulting shares evidence and knowledge to build social sector capacity. We work with non-profits, major funders and governments to strengthen their capacity to access and manage capital, talent and evidence, measure impact, and deploy new approaches to delivering services, to achieve profound social change.



# Executive Summary

## About the Summary Report

This summary report provides an overview of the Partnership Brokers Program: Social Return on Investment Analysis. It includes an outline of the project approach and key findings from the analysis. For more details on the project approach and findings see Partnership Brokers Program: Baseline Social Return on Investment Report - Part A: Project Overview and Part B: Region Analysis.

## About the project

The School Business Community Partnership Brokers program (Partnership Brokers program) builds partnerships to improve education and transition outcomes for all young people. The program supports a network of Partnership Brokers operating in 107 regions across Australia.<sup>1</sup>

The Partnership Brokers National Network (PBNN), funded by the Department of Education, Employment and Workplace Relations (DEEWR), commissioned Social Ventures Australia (SVA) Consulting to evaluate the Partnership Brokers program. The Social Return on Investment (SROI) methodology was used to complete this analysis.

SROI is an internationally recognised methodology used to understand, measure and value the impact of a program or organisation. It is a form of cost-benefit analysis that examines the social, economic and environmental outcomes created and the costs of creating them.

This project evaluated outcomes generated through the Partnership Brokers program that are attributable to the DEEWR cash investment. This involved completing five standalone SROI analyses for Partnership Broker organisations working across seven regions in New South Wales and Queensland from 2010-2013. The findings indicated that in all regions analysed, the value of social returns exceeded DEEWR's cash investment by between 1.1 times and 3.7 times.

The Partnership Broker regions considered in the project are included in Table 1 below.

Region	Partnership Broker
Central Tablelands	CentaCare Wilcannia-Forbes
South West Sydney	Creating Brighter Career Connections
Northern Sydney	Hills Schools Industry Partnership
Gold Coast	The Smith Family
Sunshine Coast	Queensland Youth Industry Links Inc.

Table 1 – Partnership Brokers

Notes:

Central Tablelands refers to the Central Tablelands – Lachlan DEEWR region

The South West Sydney region comprises two DEEWR regions (i.e., St George – Canterbury, and Bankstown and Inner Western Sydney)

The Northern Sydney region comprises two DEEWR regions (i.e., Lower North Shore and Central Northern Sydney).

<sup>1</sup>The national network of Partnership Brokers is supported by a representative body comprising elected Partnership Brokers from each state and territory. This body is the Partnership Brokers National Network (PBNN).

### Key findings

The SROI analyses found that the Partnership Brokers program is creating value for stakeholders participating in partnerships. Part of this value is attributed to the DEEWR cash investment. The remaining value is attributed to partner organisations and other stakeholders based on the value of their own investments in partnerships and partnership activities. However, these investments would not have been made without the initial DEEWR investment, highlighting the role of the DEEWR investment as a catalyst for the total change created through the program.

The value created through partnerships is included in Table 2 below.

Region	DEEWR cash investment 2010–2013	Stakeholder outcomes		
		Total value created from partnerships	Attributed to DEEWR cash investment	Attributed to stakeholder investments
Central Tablelands	\$1.8m	\$11.1m - \$16.1m	\$3.9m - \$5.5m	\$7.2m - \$10.6m
South West Sydney	\$4.6m	\$11.0m - \$15.8m	\$4.9 - \$7.3m	\$6.1m - \$8.5m
Northern Sydney	\$3.7m	\$11.9m - \$17.1m	\$4.5 - \$6.5m	\$7.4m - \$10.6m
Gold Coast	\$3.1m	\$12.8m - \$17.2m	\$6.1 - \$8.2m	\$6.7m - \$9.0m
Sunshine Coast	\$2.1m	\$12.3m - \$16.7m	\$5.8 - \$7.9m	\$6.5m - \$8.8m

Table 2 – Overview of the value of stakeholder outcomes

**Notes:**

Based on the realised and projected costs and benefits for the Partnership Brokers program from 2010 to 2015, the net present value of the program at its commencement in 2010 has been calculated using a real discount rate of 3%. As a result, the DEEWR cash investment has been discounted for the purpose of the analysis. The consideration of costs and benefits to 2015 is because some benefits were identified as lasting beyond the program's current end date of December 2013. Some calculations may include rounding errors.

The SROI analyses also calculated the SROI ratios for each region. The SROI ratio compares benefits to costs. A ratio of 2:1 indicates that for every \$1 invested in a program or activity, \$2 of social value was created.

The SROI ratios show that the program is creating a positive return on the DEEWR cash investment in each region.

Any comparison of the SROI ratios needs to consider the factors impacting on stakeholder outcomes. These include the varying nature of infrastructure, culture and capacity within a region; geographic location; priorities for partnership development based on the needs of the region; and different approaches to program implementation.

The SROI ratio for each region is included in Table 3 below.

Region	DEEWR cash investment 2010–2013	SROI Ratio
Central Tablelands	\$1.8m	2.0:1 to 2.9:1
South West Sydney	\$4.6m	1.1:1 to 1.6:1
Northern Sydney	\$3.7m	1.2:1 to 1.8:1
Gold Coast	\$3.1m	1.9:1 to 2.6:1
Sunshine Coast	\$2.1m	2.7:1 to 3.7:1

Table 3 – Overview of SROI ratios

**Notes:**

DEEWR cash investment is discounted value as per Table 2 above.

### Insights

Based on the analysis, and consulting with stakeholders and Partnership Brokers, a number of insights can be drawn from the SROI analysis:

- The Partnership Brokers program is creating value for stakeholders participating in partnerships in each region. This is underpinned by a high level of partnership activity, comprising a high number of partnerships and partners.
- Stakeholders participating in partnerships share resources and expertise to build partners' capacity and capabilities. This delivers outcomes for stakeholders in how they operate and how they support young people. These outcomes, in turn, lead to benefits for young people.
- Outcomes related to increased capacity to partner and development of quality partnerships were fundamental to increasing stakeholders' ability to work effectively with young people. This change in ability was highly valued by stakeholders.
- The experience of stakeholders across the five regional analyses illustrates a high level of consistency in why organisations participate in partnerships and what changes for them as a result of participating in partnerships. It is therefore likely that a number of findings would hold at the national level.
- The voluntary nature of partnerships mitigates against negative outcomes for stakeholders participating in partnerships. This is because partnerships are based on the principle of mutual benefit. If a potential partner does not see the benefit of participating in a partnership, they will not engage. Similarly, if a partner does not experience a benefit through partnering, they will withdraw their involvement.

# 1 Overview

This section provides an overview of the Partnership Brokers baseline SROI analysis.

## Partnership Brokers program

The School Business Community Partnership Brokers program (Partnership Brokers program) builds partnerships to improve education and transition outcomes for all young people. The program supports a network of Partnership Brokers operating in 107 regions across Australia.<sup>2</sup>

Partnership Brokers create, develop and sustain partnerships. This involves working with stakeholders to define priority issues; facilitating the development of a shared vision for partnerships; and supporting working relationships between partner organisations.

Partnerships established and maintained through the program include a broad range of organisations and participants from six stakeholder groups:

- Schools
- Other education and training providers (education institutions)
- Business and industry (businesses)
- Community groups
- Government organisations
- Parents and families.

## Program funding

The Partnership Brokers program operates under the National Partnership on Youth Attainment and Transitions (the National Partnership). Through the National Partnership, the Department of Education, Employment and Workplace Relations (DEEWR) has committed \$183 million in funding for the program from January 2010 to December 2013.

## The issue

Partnerships between education and training providers, business and industry, community groups, government organisations and parents and families are an efficient and effective way to deliver targeted support to young people. However, there are factors that limit effective partnership development. These factors include the resource and time constraints faced by organisations; a lack of understanding about how to build effective partnerships; and a lack of cross sector relationships.

As a result, some young people do not have access to appropriate in and out of school learning opportunities leading to disengagement from learning; poor education outcomes; and poor transition outcomes.

## About the project

The PBNN, funded by DEEWR, commissioned Social Ventures Australia (SVA) Consulting to evaluate the Partnership Brokers program for 2010-2013. The Social Return on Investment (SROI) methodology was used to complete this activity.

SROI is an internationally recognised methodology used to understand, measure and value the impact of a program or organisation. It is a form of cost-benefit analysis that examines the social, economic and environmental outcomes created and the costs of creating them.

SROI is underpinned by seven principles:

- Involve stakeholders
- Understand what changes
- Value the things that matter
- Only include what is material
- Do not overclaim
- Be transparent
- Value the results.

<sup>2</sup> The national network of Partnership Brokers is supported by a representative body comprising elected Partnership Brokers from each state and territory. This body is the Partnership Brokers National Network (PBNN).

## 2 Project Scope

This section outlines the project scope and approach.

### Focus of analysis

The project looked at the costs and the benefits generated through the Partnership Brokers program that are attributable to the DEEWR cash investment. This involved completing five standalone SROI analyses for Partnership Broker organisations working across seven regions in New South Wales and Queensland from 2010-2013.

An outline of regions, Partnership Brokers and funding considered in the project is included in Table 1 below.

Region	Partnership Broker	DEEWR cash investment 2010-2013
Central Tablelands	CentaCare Wilcannia-Forbes	\$2.04m
South West Sydney	Creating Brighter Career Connections	\$4.99m
Northern Sydney	Hills Schools Industry Partnership	\$3.95m
Gold Coast	The Smith Family	\$3.37m
Sunshine Coast	Queensland Youth Industry Links Inc.	\$2.31m

Table 1 – Partnership Brokers

Notes:

Central Tablelands refers to the Central Tablelands – Lachlan DEEWR region

The South West Sydney region comprises two DEEWR regions (i.e., St George – Canterbury and Bankstown & Inner Western Sydney)

The Northern Sydney region comprises two DEEWR regions (i.e., Lower North Shore and Central Northern Sydney).

DEEWR cash investment is inclusive of GST.

### Stakeholder engagement

SROI involves engaging closely with stakeholders to identify and understand the changes created through a program or activity. Based on the initial scoping of this project and consultations, stakeholders were included in the analyses if they experienced a unique and material change (e.g., increased organisational capacity to work with young people) as a result of direct engagement with the Partnership Brokers program.

Stakeholders included in this SROI analysis are listed in Table 2 below.

Stakeholder	Rationale for inclusion in the SROI analysis
<ul style="list-style-type: none"> <li>Schools (primary schools and secondary schools)</li> <li>Education institutions (TAFE/VET providers, universities and other education institutions)</li> <li>Businesses (individual businesses and industry associations)</li> <li>Community organisations (community organisations, service delivery organisations and parent associations/bodies)</li> <li>Government organisations (federal and state government organisations and local councils)</li> </ul>	<ul style="list-style-type: none"> <li>Key participants in partnerships and partnership related activities</li> <li>Key organisations supporting young people in education and transitions</li> </ul>
<ul style="list-style-type: none"> <li>Parents and families (including carers) participating in partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Participants in some partnerships delivered under the Partnership Brokers program</li> </ul>

Table 2 – Stakeholder groups included for the SROI analysis

### Consideration of young people

Improving the education and transition outcomes for young people is the primary objective of the Partnership Brokers program. This objective is facilitated through Partnership Brokers building partnerships that improve how stakeholders work with young people.

In this context, young people are the end beneficiaries or primary stakeholders of partnership activities. However, they do not generally work directly with Partnership Brokers or participate in partnerships. For these reasons, the outcomes for young people were not considered as part of the analysis.

### Program design

Under the Partnership Brokers program, partnerships are established to support young people to realise their educational and social potential. This requires partner organisations to work collaboratively towards shared goals that address young people’s needs.

To this end, stakeholders participating in partnerships share resources and expertise to build partners’ capacity and capabilities. This delivers outcomes for stakeholders in how they operate and how they support young people. Outcomes include increased effectiveness in delivering targeted support or services and enhanced understandings about issues affecting young people. These outcomes for stakeholders, in turn, lead to benefits for young people.

The outcomes for the program are illustrated in Figure 1 and discussed in Table 3 below. The full program logic developed for the Partnership Brokers program is included in Appendix B.



Figure 1 – Outcomes of the Partnership Brokers program

Outcome	Description
Increased capacity to partner	<ul style="list-style-type: none"> <li>Increased ability of stakeholder to work with other organisations. This includes an increase in stakeholders’ understanding about the benefits and operation of partnerships as well as an increase in links between stakeholders</li> </ul>
Development of quality partnerships	<ul style="list-style-type: none"> <li>Establishment of quality partnerships where partners commit to shared goals and objectives. Partnerships may facilitate a region or sector based dialogue between partners, identification of effective models to support young people and commitment of time and resources</li> </ul>
Changes for stakeholders	<ul style="list-style-type: none"> <li>Increased stakeholder capacity and capabilities. This may include improvements in the way stakeholders participating in partnerships deliver services and work directly with young people<sup>4</sup></li> </ul>

Table 3 – Stakeholder outcomes

The consequences considered in the project represent positive outcomes. While stakeholders were also asked whether any negative outcomes had been experienced, none were identified. This is because a key feature of partnerships is the voluntary nature of participation. If partners experience negative outcomes, or if they expect negative outcomes to emerge, they are likely to withdraw from the partnership.

The application of a partnership model within the Partnership Brokers program therefore mitigates against negative outcomes. Any partnerships established through the program that generate negative outcomes are likely to be ended quite quickly. Consequently, successful partnerships allow Partnership Brokers to build on what works.

<sup>4</sup>Due to the focus of South West Sydney on parent engagement, the analysis completed for the region measured the outcomes generated for parents participating in partnerships. This outcome included the increased capacity and capabilities of parents to support young people. The outcome was not considered for any of the other regions.



### Measuring and valuing stakeholder outcomes

The SROI analyses involved measuring and valuing stakeholder outcomes.

#### **Measure**

Stakeholder outcomes generated through the program were identified and measured through stakeholder consultations and interviews with Partnership Brokers themselves. The analysis identified different outcomes for each stakeholder participating in partnerships.

Only outcomes experienced by participants of partnerships were measured as part of the analysis. Examples of the different partnerships and changes experienced by stakeholders in each region are included in Appendix A.

#### **Value**

The analysis valued the different stakeholder outcomes generated through the Partnership Brokers program operating from 2010 – 2013.<sup>5</sup> This involved adopting financial proxies to estimate the value of the outcomes experienced by each stakeholder.

### Technical considerations

The following issues need to be considered when interpreting this analysis:

- The analysis presented has three components: understand, measure and value. While there is a high level of confidence in the outline of stakeholder outcomes (understand), there is less confidence in the measurement and valuation components. This is because this was the first time these outcomes were measured and valued. As a result, the valuation of outcomes provides only an indication of the value generated through the Partnership Brokers program
- Any comparison of SROI ratios needs to consider the factors impacting on stakeholder outcomes. These include the varying nature of infrastructure, culture and capacity within a region; geographic location; priorities for partnership development based on the needs of the region; and different approaches to program implementation.

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<sup>5</sup> Some stakeholder outcomes were identified (and valued) as extending beyond 2013 and up to 2015

# 3 Project Findings

This section outlines the key findings for the project overall. An overview of the key findings for each of the five analyses is included in Appendix A.

## Overview of the five SROI analyses

The SROI analyses found that the Partnership Brokers DWEER cash investment 2010–2013 program is creating value for stakeholders participating in partnerships. Part of this value is attributed to the DEEWR cash investment. The remaining value is attributed to partner organisations and other stakeholders based on the value of their own investments in partnerships and partnership activities. However, these investments would not have been made without the initial DEEWR investment, highlighting the role of the DEEWR investment as a catalyst for the total change created through the program.

The total value of stakeholder outcomes generated through the Partnership Brokers program in each region is similar. This is despite the differences in the DEEWR cash investments for 2010-2013. The similarity in value may be the result of Partnership Brokers being part of a common implementation phase from January 2010. The implementation phase included building stakeholder networks and raising awareness of the program, the role of a Partnership Broker and the benefits of partnering. This may have constrained the relative value created for some regions.

The value created through partnerships is included in Table 4 below.

Region	DEEWR cash investment 2010–2013	Stakeholder outcomes		
		Total value created from partnerships	Attributed to DEEWR cash investment	Attributed to stakeholder investments
Central Tablelands	\$1.8m	\$11.1m - \$16.1m	\$3.9m - \$5.5m	\$7.2m - \$10.6m
South West Sydney	\$4.6m	\$11.0m - \$15.8m	\$4.9m - \$7.3m	\$6.1m - \$8.5m
Northern Sydney	\$3.7m	\$11.9m - \$17.1m	\$4.5m - \$6.5m	\$7.4m - \$10.6m
Gold Coast	\$3.1m	\$12.8m - \$17.2m	\$6.1m - \$8.2m	\$6.7m - \$9.0m
Sunshine Coast	\$2.1m	\$12.3m - \$16.7m	\$5.8m - \$7.9m	\$6.5m - \$8.8m

Table 4 – Overview of the value of stakeholder outcomes

**Notes:**

Based on the realised and projected costs and benefits for the Partnership Brokers program from 2010 to 2015, the net present value of the program at its commencement in 2010 has been calculated using a real discount rate of 3%. As a result, the DEEWR cash investment has been discounted for the purpose of the analysis. The consideration of costs and benefits to 2015 is because some benefits were identified as lasting beyond the program’s current end date of December 2013. Some calculations may include rounding errors.

The SROI ratio compares benefits to costs. A ratio of 2:1 indicates that for every \$1 invested in a program or activity, \$2 of social value was created. For this analysis, the benefits and costs consider the value of the stakeholder outcomes attributable to the DEEWR cash investment and the value of the DEEWR cash investment itself.

The SROI ratios show that the program is creating a positive return on the DEEWR cash investment in each region. Regional differences in the value of stakeholder outcomes attributable to the DEEWR cash investment and the DEEWR cash investment have resulted in the difference in ratios.

### 3 Project Findings

The SROI ratio for each region is included in Table 5 below.

Region	DEEWR cash investment 2010–2013	SROI Ratio
Central Tablelands	\$1.8m	2.0:1 to 2.9:1
South West Sydney	\$4.6m	1.1:1 to 1.6:1
Northern Sydney	\$3.7m	1.2:1 to 1.8:1
Gold Coast	\$3.1m	1.9:1 to 2.6:1
Sunshine Coast	\$2.1m	2.7:1 to 3.7:1

Table 5 – Overview of SROI ratios

Notes:

DEEWR cash investment is discounted value as per Table 4 above.

#### Partnership activity

The SROI analyses considered partnerships operating in November 2012 as a benchmark for the measurement and valuation components of the project.

The number of partnerships and partners in each region show a high level of partnership activity supported through the Partnership Brokers program. They also show wide variation in the relationship between the number of partnerships and partners (i.e., number of partners to partnerships). This variation is largely due to the focus and function of partnerships. For example, although South West Sydney had a relatively lower number of partnerships, it had the highest number of partners. This was largely due to the establishment of a number of sector specific networks that attracted a high number of organisations.

Partnership activity for each region is included in Table 6 below.

Region	Partnerships	Partners
Central Tablelands	28 partnerships	84 organisations
South West Sydney	25 partnerships	147 organisations 61 parents
Northern Sydney	33 partnerships	156 organisations
Gold Coast	42 partnerships	147 organisations
Sunshine Coast	22 partnerships	107 organisations

Table 6 – Partnership activity

*“School Within a School has reengaged students who are in danger of dropping out of school. We are seeing really positive outcomes – about 80% of the cohort have either reengaged in mainstream school in Year 11, got an apprenticeship or found full time work. If it hadn’t been for the partnership, it would have been 0%.”*

School Representative, Bathurst High School, Central Tablelands-Lachlan

*“When I spoke to the broker, I told her if she could bring all these groups together it would be the first time in history. What they’ve done has been remarkable up to this point. It has exceeded expectation.”*

University Representative, Charles Sturt University, Central Tablelands-Lachlan

#### Value of stakeholder outcomes for the five SROI analyses

The SROI analyses considered the same five stakeholder groups for each region, while the analysis completed for South West Sydney considered an additional sixth group (parents as participants in partnerships). The proportion of value that is assigned to these stakeholders as a result of involvement with the Partnership Brokers program varied considerably between the regions.

The difference in proportions is largely due to the different contexts of Partnership Brokers engaging organisations from each stakeholder group. For example, the high level of value generated for schools in the Sunshine Coast region was supported by the regional office of the state education department promoting the program to school leaders. Based on consultation with Partnership Brokers and partners in this region, the impact of the department’s role is likely to increase in the next few years.

The proportion of value created in outcomes for each stakeholder group in the five SROI analyses is included in Table 7 below.

Organisation	Schools	Education Institutions	Business	Community orgs	Government orgs	Parents
Central Tablelands	14%	13%	12%	45%	17%	-
South West Sydney	30%	9%	20%	17%	11%	14%
Northern Sydney	21%	3%	11%	38%	27%	-
Gold Coast	27%	17%	20%	26%	9%	-
Sunshine Coast	44%	9%	14%	26%	7%	-

Table 7 – Value of stakeholder outcomes

Notes:

Proportion of value is based on the lower value estimates for each stakeholder.

Calculations may include rounding errors.

*“Participating in partnerships has increased job satisfaction for existing employees as a result of placing them alongside young people to support during work experience activities.”*

Business representative, Outrigger Little Hastings Street Resort and Spa, October 2012

#### Stakeholder outcomes for the five SROI analyses

The SROI analyses considered the same three outcomes for each region, while the analysis completed for South West Sydney also considered the outcomes for parents.

The proportion of stakeholders experiencing different outcomes varied considerably between regions. While the Central Tablelands, Gold Coast and Sunshine Coast regions supported a high proportion of organisations to experience increased organisational capacity and capabilities, the Northern Sydney and South West Sydney regions supported a comparable level of organisations to experience increased capacity to partner.

The variation in proportions is largely due to the focus of Partnership Brokers when engaging organisations. For instance, the sector specific networks in South West Sydney, referred to earlier in this report, focussed on supporting organisations to increase their capacity to partner. As these networks attracted a high number of organisations, they resulted in the majority of stakeholders experiencing increased capacity to partner for the region.

### 3 Project Findings

The number and proportion of outcomes experienced by stakeholders in each of the five SROI analyses is included in Table 8 below.

Organisation	Increased capacity to partner		Development of quality partnerships		Increased org. capacity and capabilities		Total	
	Orgs	%	Orgs	%	Orgs	%	Orgs	%
Central Tablelands	24 orgs	16%	42 orgs	28%	82 orgs	55%	148 orgs	100%
South West Sydney	217 orgs	60%	39 orgs	11%	107 orgs/parents	29%	363 orgs	100%
Northern Sydney	114 orgs	48%	62 orgs	26%	62 orgs	26%	238 orgs	100%
Gold Coast	7 orgs	3%	77 orgs	33%	149 orgs	64%	233 orgs	100%
Sunshine Coast	1 orgs	1%	90 orgs	40%	133 orgs	59%	224 orgs	100%

Table 8 – Stakeholder outcomes

Notes:

The outcomes experienced by parents as participants in partnerships have been grouped under the heading of increased organisational capacity and capabilities. Calculations may include rounding errors.

*“The outcomes supported by participating in partnerships have been significant for our school. We have accessed outside resources as well as industry expertise to build teachers’ and students’ understandings about career opportunities in the health sector.”*

School representative

## 4 Insights

This section outlines the insights gained through the five analyses.

### Insights from the analysis

Based on the analysis, and consulting with stakeholders and Partnership Brokers, a number of insights can be drawn from the SROI analysis:

- The Partnership Brokers program is creating value for stakeholders participating in partnerships in each region. This is underpinned by a high level of partnership activity, comprising a high number of partnerships and partners
- Stakeholders participating in partnerships share resources and expertise to build partners' capacity and capabilities. This delivers outcomes for stakeholders in how they operate and how they support young people. These changes, in turn lead to benefits for young people
- Outcomes related to increased capacity to partner and development of quality partnerships were fundamental to increasing stakeholders' ability to work effectively with young people. This change in ability was highly valued by stakeholders
- The experience of stakeholders across the five analyses illustrates a high level of consistency in why organisations participate in partnerships and what changes for them as a result of participating in partnerships. It is therefore likely that a number of findings would hold at the national level
- The voluntary nature of partnerships mitigates against negative outcomes for stakeholders participating in partnerships. This is because partnerships are based on the principle of mutual benefit. If a potential partner does not see the benefit of participating in a partnership, they will not engage. Similarly, if a partner does not experience a benefit through partnering, they will withdraw their involvement
- The total value of stakeholder outcomes generated through the Partnership Brokers program in each region is similar. This is despite the differences in the DEEWR cash investment for each region for 2010-2013
- Since the commencement of the program in 2010, individual brokers developed links with individuals and organisations in a range of sectors (e.g., further education, industry and health). These relationships created an area of specialisation for the broker that provided a platform for the development of partnerships in these areas.

# Appendix A: Region Findings

This appendix outlines the key findings for each region analysis.

## Central Tablelands – Lachlan region

CentaCare Wilcannia-Forbes is the Partnership Broker for the Central Tablelands-Lachlan region. CentaCare is the official welfare agency of the Roman Catholic Church of the Diocese of Wilcannia-Forbes (covering the western 52% of NSW). Through CentaCare Wilcannia-Forbes, the Partnership Brokers program has created \$11.1m - \$16.1m in value for stakeholders participating in partnerships, of which \$3.9m - \$5.5m is directly attributable to the DEEWR cash investment.

An overview of the Partnership Brokers program in the Central Tablelands - Lachlan region and the key findings from the SROI analysis is included in Table 1 below.

General	
Partnership Broker	CentaCare Wilcannia-Forbes
DEEWR Region	NSW Region 19: Central Tablelands – Lachlan, NSW
DEEWR Cash Investment (2010-2013)	\$2.04m
Partnership activity	
Partnerships operating as at Nov 2012	28 partnerships
Stakeholders participating in partnerships	84 organisations
Key findings from SROI	
Present value of outcomes created through partnerships (2010-2015)	\$11.1m – \$16.1m
Present value of outcomes created through partnerships attributed to DEEWR (2010-2015)	\$3.9m - \$5.5m
SROI Ratio	2.0:1 to 2.9:1

Table 1 – Overview of Partnership Brokers program, Central Tablelands – Lachlan region

**Notes:**

Based on the realised and projected value of outcomes for the Partnership Brokers program from 2010 to 2015, the present value of the program at its commencement in 2010 has been calculated using a real discount rate of 3%. As a result, the shown values of outcomes created through the program are discounted values while the SROI ratio is also calculated using discounted values.

### Partnership examples

Organisations across the region commit to shared goals that address young people's needs in the local area. A sample of different types of partnerships operating in the Central Tablelands – Lachlan region is included in Table 2 below.

Region	Partnerships	Partners
Bathurst Keep Them Safe	<ul style="list-style-type: none"> <li>1 education institution</li> <li>10 community organisations</li> <li>4 government organisations</li> </ul>	<ul style="list-style-type: none"> <li>Cross sector partnership designed to improve coordination amongst service providers to implement the NSW Government's Keep Them Safe: A shared approach to child wellbeing action plan</li> <li>Assists community services in effective collaborative case management to maximise outcomes for vulnerable families</li> </ul>
Central West Education Skills and Industry Community	<ul style="list-style-type: none"> <li>5 community organisations</li> <li>3 education institutions</li> <li>4 businesses</li> <li>6 government organisations</li> </ul>	<ul style="list-style-type: none"> <li>Regional cross sector governing committee providing a forum to improve collaboration and coordination of work on education, employment and training issues (particularly skills needs) affecting young people in the region, minimising duplication of consultations and skills events</li> <li>Restarted by the Central West Education Skills and Industry Roundtable in February 2012, the group meets every 2 months and directs sub-groups to implement actions and develop new partnerships</li> </ul>
School Within A School	<ul style="list-style-type: none"> <li>2 schools</li> <li>3 community organisations</li> <li>1 education provider</li> <li>1 government organisation</li> </ul>	<ul style="list-style-type: none"> <li>Cross sector partnership to deal with issues of attendance, retention and engagement of certain students in Bathurst in Year 10, after NSW raised the school leaving age to 17 years</li> <li>Alternative education strategy, with NSW Department of Education providing schools with funds for students to attend TAFE and community organisations providing case management support.</li> </ul>

Table 2 – Partnership examples, Central Tablelands – Lachlan region

### Value of stakeholder outcomes

The highest level of value generated through the program in the Central Tablelands - Lachlan region by any one stakeholder was for community organisations.

The proportion of value of stakeholder outcomes for each group is included in Table 3 below.

Stakeholder	Total value attributed to DEEWR cash investment	Total value
Schools	\$0.6m - \$0.8m	14%
Education institutions	\$0.6m - \$0.8m	13%
Businesses	\$0.5m - \$0.7m	12%
Community organisations	\$1.9m - \$2.8m	45%
Government organisations	\$0.7m - \$1.0m	17%
Total	\$4.3 - \$6.2m	100%

Table 3 – Stakeholder value generated through partnerships, Central Tablelands – Lachlan region

**Notes:**

Proportion of value is based on the lower value estimates for each stakeholder. Value of outcomes has not been discounted.

Calculations may include rounding errors.



**Stakeholder outcomes**

The highest proportion of stakeholder outcomes generated through partnerships in the Central Tablelands – Lachlan region was the increase in stakeholders’ capacity and capabilities outcome.

The outcomes experienced by stakeholders are included in Table 4 below.

Stakeholder	Total outcomes	Increased capacity to partner	Development of quality partnerships	Increased capacity and capabilities	Total
Schools	18	22%	17%	61%	100%
Education Institutions	17	6%	29%	65%	100%
Businesses	18	22%	28%	50%	100%
Community organisations	70	17%	24%	59%	100%
Government organisations	25	12%	48%	40%	100%
All stakeholders	148	16%	28%	55%	100%

*Table 4 – Outcomes experienced through partnerships, Central Tablelands – Lachlan region*

Notes:

Calculations may include rounding errors.

**Case study of change**

NSW Family Services participated in the Bathurst Local Focus Group partnership and, coming out of this, the Bathurst Keep Them Safe partnership. The Focus Group allowed NSW Family Services and other community organisations to participate in an open dialogue and discuss new approaches to service provision. The Bathurst Keep Them Safe partnership also supported change through improving referral rates for “at risk” families from schools and health services to community organisations.

**South West Sydney region**

Creating Brighter Career Connections (CBCC) is the Partnership Broker for South West Sydney region. CBCC is a not for profit organisation that has been working in the region for over 10 years. Through CBCC, the Partnership Brokers program has created \$11.0m - \$15.8m in value for stakeholders participating in partnerships, of which \$4.9m – \$7.3M is directly attributable to the DEEWR cash investment

An overview of the Partnership Brokers program in the South West Sydney region and the key findings from the SROI analysis is included in Table 5 below.

<b>General</b>	
Partnership Broker	Creating Brighter Career Connections
DEEWR Region	NSW Region 02: St George-Canterbury, NSW NSW Region 10: Bankstown & Inner West, NSW
DEEWR Cash Investment (2010-2013)	\$4.99m
<b>Partnership activity</b>	
Partnerships operating as at Nov 2012	25 partnerships
Stakeholders participating in partnerships	147 organisations 61 parents
<b>Key findings from SROI</b>	
Present value of outcomes created through partnerships (2010-2015)	\$11.0m - \$15.8m
Present value of outcomes created through partnerships attributed to DEEWR (2010-2015)	\$4.9m - \$7.3m
SROI Ratio	1.1:1 to 1.6:1

Table 5 – Overview of Partnership Brokers program, South West Sydney region

*Notes:*

*The South West Sydney region comprises two DEEWR regions (i.e., St George Canterbury and Bankstown & Inner Western Sydney).*

*Based on the realised and projected value of outcomes for the Partnership Brokers program from 2010 to 2015, the present value of the program at its commencement in 2010 has been calculated using a real discount rate of 3%. As a result, the shown values of outcomes created through the program are discounted values while the SROI ratio is also calculated using discounted values.*

### Partnership examples

Organisations across the region commit to shared goals that address young people's needs in the local area. A sample of different types of partnerships operating in the South West Sydney region included in Table 6 below.

Region	Partnerships	Partners
Parental Engagement Strategy	<ul style="list-style-type: none"> <li>1 school</li> <li>2 education institutions</li> <li>4 government organisations</li> <li>1 community organisation</li> <li>50 parents</li> </ul>	<ul style="list-style-type: none"> <li>Partnership increases parents' engagement in their child's education by improving their understanding of the Australian education system and their capacity and confidence to support and engage their children</li> <li>Parents participate in capacity building courses held within the school, they meet other parents and other members of the school community</li> </ul>
Rugby League – Refugee Partnership	<ul style="list-style-type: none"> <li>1 community organisation</li> <li>1 business</li> <li>2 government</li> </ul>	<ul style="list-style-type: none"> <li>Partnership increases the cultural integration and social inclusion of humanitarian refugees and their families into schools and the community</li> <li>Cultural tensions between community cultural groups are addressed through sport facilitated by</li> </ul>
Yamaha Partnership	<ul style="list-style-type: none"> <li>3 schools</li> <li>1 education institution</li> <li>1 business</li> </ul>	<ul style="list-style-type: none"> <li>Partnership creates opportunities for experiential learning for young people at risk of disengagement from education, and increases understanding of the relevance of school to future work opportunities</li> <li>Young people participate in activities focused on auto and marine mechanics industries</li> </ul>

Table 6 – Partnership examples, South West Sydney region

### Value of stakeholder outcomes

The highest level of value generated through the program in the South West Sydney region by any one stakeholder was for schools.

Due to the focus of Partnership Brokers in the South West Sydney region on parent engagement, the analysis completed for the region measured the outcomes generated for parents participating in partnerships.

The proportion of value of stakeholder outcomes for each group is included in Table 7 below.

Stakeholder	Total value attributed to DEEWR cash investment	Total value
Schools	\$1.6m - \$2.3m	30%
Education institutions	\$0.5m - \$0.7m	9%
Businesses	\$1.1m - \$1.6m	20%
Community organisations	\$0.9m - \$1.3m	17%
Government organisations	\$0.6m - \$0.8m	11%
Parents and families	\$0.7m - \$1.5m	14%
Total	\$5.5m - \$8.2m	100%

Table 7 – Stakeholder value generated through partnerships, South West Sydney region

Notes:

Proportion of value is based on the lower value estimates for each stakeholder.

Value of outcomes has not been discounted.

Calculations may include rounding errors.

**Stakeholder outcomes**

The highest proportion of stakeholder outcomes generated through partnerships in the South West Sydney region was the increase in stakeholders’ capacity to partner outcome. This was due to the high number of organisations participating in sector specific networks that focused on supporting organisations to establish sector based links and build the capacity to partner.

An overview of the outcomes experienced by stakeholders is included in Table 8 below.

Stakeholder	Total outcomes	Increased capacity to partner	Development of quality partnerships	Increased capacity and capabilities	Total
Schools	70	59%	16%	26%	100%
Education Institutions	15	13%	47%	40%	100%
Businesses	107	91%	4%	6%	100%
Community organisations	79	77%	10%	13%	100%
Government organisations	31	52%	29%	19%	100%
Parents	61	0%	0%	100%	100%
All stakeholders	363	60%	11%	29%	100%

*Table 8 – Outcomes experienced through partnerships, South West Sydney region*

*Notes:*

*Calculations may include rounding errors.*

**Case study of change**

Through the Parental Engagement strategy partnership, parents have developed an improved understanding of the demands and needs of young people and are less intimidated by the school environment. These outcomes resulted in a greater propensity for parents to become involved in the school community and engaged in their children’s learning as well as becoming better role models for their children.

**Northern Sydney region**

Hills Schools Industry Partnership (HillsSIP) is the Partnership Broker for the Northern Sydney region. HillsSIP was originally established in 1999 by the Hills Chamber of Commerce to facilitate workplace learning for Year 11 and 12 students studying VET courses. Through HillsSIP, the Partnership Brokers program has created \$11.9m - \$17.1m in value for stakeholders participating in partnerships, of which \$4.5m - \$6.5m is directly attributable to the DEEWR cash investment.

An overview of the Partnership Brokers program in the Northern Sydney region and the key findings from the SROI analysis is included in Table 9 below.

<b>General</b>	
Partnership Broker	Hills Schools Industry Partnership
DEEWR Region	NSW Region 04: Lower North Shore, NSW NSW Region 06: Central Northern Sydney, NSW
DEEWR Cash Investment (2010-2013)	\$3.95m
<b>Partnership activity</b>	
Partnerships operating as at Nov 2012	33 partnerships
Stakeholders participating in partnerships	156 organisations
<b>Key findings from SROI</b>	
Present value of outcomes created through partnerships (2010-2015)	\$11.9m - \$17.1m
Present value of outcomes created through partnerships attributed to DEEWR (2010-2015)	\$4.5m - \$6.5m
SROI Ratio	1.2:1 to 1.8:1

Table 9 – Overview of Partnership Brokers program, Northern Sydney region

*Notes:*

*Based on the realised and projected value of outcomes for the Partnership Brokers program from 2010 to 2015, the present value of the program at its commencement in 2010 has been calculated using a real discount rate of 3%. As a result, the shown values of outcomes created through the program are discounted values while the SROI ratio is also calculated using discounted values.*

## Appendix A: Region Findings

### Partnership examples

Organisations across the region commit to shared goals that address young people's needs in the local area. A sample of different types of partnerships operating in the Northern Sydney region included in Table 10 below.

Partnership	Partners	Description
Industry Bite Size Program	<ul style="list-style-type: none"> <li>3 businesses</li> </ul>	<ul style="list-style-type: none"> <li>Partnership between businesses to connect industry expectations with student and teacher perceptions of the workplace, while also promoting/highlighting current employment trends</li> </ul>
Northern Sydney Youth Mental Health Working Group	<ul style="list-style-type: none"> <li>5 community organisations</li> <li>8 government organisations</li> </ul>	<ul style="list-style-type: none"> <li>Community and government organisation based partnership with a regional and state-wide focus</li> <li>The partners worked in collaboration to map the gaps in mental health services and to develop joint strategies to address these gaps</li> </ul>
Region 4 - Bringing Parents Up to Speed!- Thriving not just Surviving being a Parent - Community Youth Mental Health Forum	<ul style="list-style-type: none"> <li>1 school</li> <li>2 businesses</li> <li>6 community organisations (including one parent organisation)</li> </ul>	<ul style="list-style-type: none"> <li>Cross sector partnership, initiated by the NSW Parents' Council, to address the growing concern about youth mental health by providing parents and the wider community with information about services and supports</li> </ul>
RSA for Schools - Ryde Eastwood LAC	<ul style="list-style-type: none"> <li>10 schools</li> <li>1 business</li> <li>1 education institution</li> <li>2 government organisations</li> </ul>	<ul style="list-style-type: none"> <li>Cross sector partnership to reduce the levels of alcohol-related offences by young people through education programs, skill development and information distribution</li> </ul>

Table 10 – Partnership examples, Northern Sydney region

### Value of stakeholder outcomes

The highest level of value generated through the program in the Northern Sydney region by any one stakeholder was for community organisations outcome.

The proportion of value of stakeholder outcomes for each group is included in Table 11 below.

Stakeholder	Total value attributed to DEEWR cash investment	Total value
Schools	\$1.0m - \$1.5m	21%
Education institutions	\$0.2m - \$0.2m	3%
Businesses	\$0.6m - \$0.8m	11%
Community organisations	\$1.9m - \$2.7m	38%
Government organisations	\$1.3m - \$2.0m	27%
Total	\$5.0m - \$7.2m	100%

Table 11 – Stakeholder value generated through partnerships, Northern Sydney region

Notes:

Proportion of value is based on the lower value estimates for each stakeholder.

Value of outcomes has not been discounted.

Calculations may include rounding errors.

**Stakeholder outcomes**

The highest proportion of stakeholder outcomes generated through partnerships in the Northern Sydney region was the increase in stakeholders’ capacity to partner.

The outcomes experienced by stakeholders are included in Table 12 below.

Stakeholder	Total outcomes	Increased capacity to partner	Development of quality partnerships	Increased capacity and capabilities	Total
Schools	88	60%	39%	1%	100%
Education Institutions	9	56%	11%	33%	100%
Businesses	39	67%	13%	21%	100%
Community organisations	65	31%	22%	48%	100%
Government organisations	37	27%	22%	51%	100%
All stakeholders	238	48%	26%	26%	100%

*Table 12 – Outcomes experienced through partnerships, Northern Sydney region*

Notes:

Calculations may include rounding errors.

**Case study of change**

Through the Region 4 – Bringing Parents Up to Speed! Partnership, community organisations experienced increased organisational capacity and capabilities. These organisations were able to provide more relevant information to clients and increase the number of young people supported through their programs and activities. The partnership also attracted an increased number of influential champions that increased the credibility of organisations’ messages and approaches relating to Youth Mental Health.

### Gold Coast region

The Smith Family is the partnership broker for the Gold Coast Region. The Smith Family is a children's charity that supports disadvantaged children across Australia. Through The Smith Family: Gold Coast Partnership Brokers team, the Partnership Brokers program has created \$12.8m - \$17.2m value for stakeholders participating in partnerships, of which \$6.1m - \$8.2m is directly attributable to the DEEWR cash investment.

An overview of the Partnership Brokers program in the Gold Coast region and the key findings from the SROI analysis is included in Table 13 below.

General	
Partnership Broker	The Smith Family
DEEWR Region	QLD Region 05: Gold Coast, Queensland
DEEWR Cash Investment (2010-2013)	\$3.37 million
Partnership activity	
Partnerships operating as at Nov 2012	42 partnerships
Stakeholders participating in partnerships	147 organisations
Key findings from SROI	
Present value of outcomes created through partnerships (2010-2015)	\$12.8m - \$17.2m
Present value of outcomes created through partnerships attributed to DEEWR (2010-2015)	\$6.1m - \$8.2m
SROI Ratio	1.9:1 to 2.6:1

Table 13 – Overview of Partnership Brokers program, Gold Coast region

**Notes:**

Based on the realised and projected value of outcomes for the Partnership Brokers program from 2010 to 2015, the present value of the program at its commencement in 2010 has been calculated using a real discount rate of 3%. As a result, the shown values of outcomes created through the program are discounted values while the SROI ratio is also calculated using discounted values.

### Partnership examples

Organisations across the region commit to shared goals that address young people's needs in the local area. A sample of different types of partnerships operating in the Gold Coast is included in Table 14 below.

Partnership	Partners	Description
Gold Coast Careers Network	<ul style="list-style-type: none"> <li>4 education institutions</li> <li>2 community organisations</li> <li>1 government organisation</li> </ul>	<ul style="list-style-type: none"> <li>Cross sector partnership designed to address the gap in career education and transitions and facilitate an informed, strategic collaboration through a community of practice</li> <li>Key partnership activities include delivering career qualifications to school staff and developing a knowledge sharing network of professionals</li> </ul>
Gold Coast Hospitality Teachers	<ul style="list-style-type: none"> <li>4 schools</li> </ul>	<ul style="list-style-type: none"> <li>Hospitality and Home Economics teachers network designed to establish best practice in curriculum, knowledge transfer and provide opportunities for professional development for teaching staff</li> </ul>
Gold Coast Primary Health Care Workforce Plan	<ul style="list-style-type: none"> <li>1 school</li> <li>2 community organisations</li> <li>1 education institution</li> </ul>	<ul style="list-style-type: none"> <li>Cross sector partnership focused on developing a health workforce plan that identifies workforce needs for the health sector in the Gold Coast region; and enhances the way schools and education institutions support career pathways</li> </ul>

Table 14 – Partnership examples, Gold Coast region



### Value of stakeholder outcomes

The highest level of value generated through the program in the Gold Coast region by any one stakeholder was for schools.

The proportion of value of stakeholder outcomes for each group is included in Table 15 below.

Stakeholder	Total value attributed to DEEWR cash investment	Total value
Schools	\$1.9m - \$2.5m	27%
Education Institutions	\$1.1m - \$1.5m	17%
Businesses	\$1.4m - \$1.8m	20%
Community organisations	\$1.8m - \$2.3m	26%
Government organisations	\$0.6m - \$0.9m	9%
Total	\$6.7m - \$9.0m	100%

Table 15 – Stakeholder value generated through partnerships, Gold Coast region

Notes:

Proportion of value is based on the lower value estimates for each stakeholder.

Value of outcomes has not been discounted.

Calculations may include rounding errors.

### Stakeholder outcomes

The highest proportion of stakeholder outcomes generated through partnerships in the Northern Sydney region was the increase in stakeholders' capacity to partner.

The outcomes experienced by stakeholders are included in Table 16 below.

Stakeholder	Total outcomes	Increased capacity to partner	Development of quality partnerships	Increased capacity and capabilities	Total
Schools	60	5%	25%	70%	100%
Education Institutions	38	0%	34%	66%	100%
Businesses	47	2%	38%	60%	100%
Community organisations	68	4%	29%	66%	100%
Government organisations	20	0%	55%	45%	100%
All stakeholders	233	3%	33%	64%	100%

Table 16 – Outcomes experienced through partnerships, Gold Coast region

Notes:

Calculations may include rounding errors.

### Case study of change

Coombabah High School has experienced a number of changes through the Gold Coast Primary Health Care Workforce Plan partnership. This partnership brings education institutions, community organisations (including Medicare Local) and local high schools together to support career pathways in health. As a result, the school has been able to access industry expertise to build teachers' and students' understandings about career pathways in the health sector as well as create direct links for students to discuss career opportunities with professionals working in the sector.

Coombabah High School also participates in the Boys and Books partnership, which involves the school partnering with Coombabah State School (a local primary school) and a range of other local organisations to support Year 12 male students to read to primary students. The partnership has not only provided access to external resources such as transportation for the visiting Year 12 students and new books for the program, but has also provided leadership opportunities for the high school students and literacy support for the primary school students.

### Sunshine Coast region

Queensland Youth Industry Links Inc. (QYIL) is the Partnership Broker for the Sunshine Coast Region. QYIL is a not for profit organisation that is focused on young people and their transitions. Through QYIL, the Partnership Brokers program has created \$12.3m - \$16.7m in value for stakeholders participating in partnerships, of which \$5.8m - \$7.9m is directly attributable to the DEEWR cash investment.

An overview of the Partnership Brokers program in the Sunshine Coast region and the key findings from the SROI analysis is included in Table 17 below.

General	
Partnership Broker	Queensland Youth Industry Links Inc.
DEEWR Region	QLD Region 06: Sunshine Coast, Queensland
DEEWR Cash Investment (2010-2013)	\$3.37 million
Partnership activity	
Partnerships operating as at Nov 2012	22 partnerships
Stakeholders participating in partnerships	107 organisations
Key findings from SROI	
Present value of outcomes created through partnerships (2010-2015)	\$12.3m - \$16.7m
Present value of outcomes created through partnerships attributed to DEEWR (2010-2015)	\$5.8m - \$7.9m
SROI Ratio	2.7:1 to 3.7:1

Table 17 – Overview of Partnership Brokers program, Sunshine Coast region

**Notes:**

Based on the realised and projected value of outcomes for the Partnership Brokers program from 2010 to 2015, the present value of the program at its commencement in 2010 has been calculated using a real discount rate of 3%. As a result, the shown values of outcomes created through the program are discounted while the SROI ratio is also calculated using discounted values.

### Partnership examples

Organisations across the region commit to shared goals that address young people's needs in the local area. A sample of different types of partnerships operating in the Sunshine Coast is included in Table 18 below.

Partnership	Partners	Description
Catapult	<ul style="list-style-type: none"> <li>1 school</li> <li>1 education institution</li> <li>6 community organisations</li> </ul>	<ul style="list-style-type: none"> <li>School based partnership designed to identify and provide an appropriate individual pathway for students with a disability</li> </ul>
North Coast Region Collaboration Approach	<ul style="list-style-type: none"> <li>6 schools</li> <li>1 business</li> <li>4 community organisations</li> <li>2 government organisations</li> </ul>	<ul style="list-style-type: none"> <li>Region based partnership designed to support schools to enhance processes and links with the community with a focus on young people at risk of disengaging from formalised learning</li> </ul>
Youth Sector Change Drivers Group	<ul style="list-style-type: none"> <li>54 organisations</li> </ul>	<ul style="list-style-type: none"> <li>Region based partnership designed to serve as the main point of leverage for achieving change in the region.</li> <li>Representatives from organisations across the region participate in the partnership and use their knowledge of their organisations and the local area to support a dialogue about key directions, policies and initiatives to support young people</li> </ul>

Table 18 – Partnership examples, Sunshine Coast region

### Value of stakeholder outcomes

The highest level of value generated through the program in the Sunshine Coast region by any one stakeholder was for schools.

The proportion of value of stakeholder outcomes for each group is included in Table 19 below.

Stakeholder	Total value attributed to DEEWR cash investment	Total value
Schools	\$2.8m - \$3.8m	44%
Education Institutions	\$0.6m - \$0.8m	9%
Businesses	\$0.9m - \$1.2m	14%
Community organisations	\$1.6m - \$2.2m	26%
Government organisations	\$0.5m - \$0.6m	7%
Total	\$6.4m - \$8.7m	100%

Table 19 – Stakeholder value generated through partnerships, Sunshine Coast region

Notes:

Proportion of value is based on the lower value estimates for each stakeholder.

Value of outcomes has not been discounted.

Calculations may include rounding errors.

**Stakeholder outcomes**

The highest proportion of stakeholder outcomes generated through partnerships in the Sunshine Coast region was the increase in stakeholders’ capacity and capabilities.

The outcomes experienced by stakeholders are included in Table 20 below.

Stakeholder	Total outcomes	Increased capacity to partner	Development of quality partnerships	Increased capacity and capabilities	Total
Schools	109	1%	56%	43%	100%
Education Institutions	18	0%	22%	78%	100%
Businesses	26	0%	8%	92%	100%
Community organisations	57	0%	28%	72%	100%
Government organisations	14	0%	50%	50%	100%
All stakeholders	224	1%	40%	59%	100%

*Table 20 – Outcomes experienced through partnerships, Sunshine Coast region*

Notes:

Calculations may include rounding errors.

**Case study of change**

Outrigger Little Hastings Street Resort and Spa participates in the Hotel and Resort Hospitality of Excellence partnership (an industry/school based partnership supporting work experience and industry placements). This partnership has provided direct engagement with schools and young people which has enabled the organisation to fulfil its community engagement commitments and increase its profile in the community. The partnership has also supported an increase in job satisfaction for existing staff through broadening the focus and activities of employees’ roles.

As another example, in early 2012 the Queensland Department of Education, Training and Employment (DETE) regional office directed schools to increase their participation in cross sector partnerships to support identified issues. Based on feedback from QYIL, this direction has already made a significant difference to the engagement of schools in partnerships and is expected to have a further impact moving forward.



## Appendix B: Program Logic

This section outlines the program logic developed for the Partnership Brokers program.

### About the program logic

The program logic tells the story of change that takes place as a result of the program. It was developed and tested through the stakeholder consultations as well as ongoing discussions with Partnership Brokers, representatives of the PBNN and representatives of DEEWR.

The program logic includes information on the following components of the Partnership Brokers program:

- The issue the Partnership Brokers program is seeking to address
- The key participants in the Partnership Brokers program
- The activities of Partnership Brokers and the investment for the program
- The outcomes of activities and partnerships facilitated through the Partnership Brokers program.

The program logic is included in Figure 1 and Figure 2 on the following pages.

In addition to the program logic, stakeholder logics have been developed for each of the stakeholders experiencing change through the Partnership Brokers program. For detailed individual stakeholder logics, see *Partnership Brokers Program: Baseline Social Return on Investment Report - Part A: Project Overview*.

## Issue

- Partnerships between education and training providers, business and industry, parents and families and community groups represent an efficient and effective way to deliver targeted support to young people
- However, there are factors that limit effective partnership development including:
  - a lack of understanding as to how to build effective partnerships and limited access to expertise to develop partnerships;
  - a lack of cross sector/region relationships required to establish partnerships; and
  - time and financial constraints faced by many organisations meaning that partnerships are not being established or maintained
- This contributes to young people not consistently receiving the support they need and leads to:
  - disengagement from learning;
  - poor education outcomes; and
  - poor transition outcomes.

## Participants

Key participants in partnerships and partnership related activities:

1. Schools (primary and secondary)
2. TAFE / VET providers and other education or training institutions
3. Individual businesses and industry bodies
4. Community organisations and service delivery agencies
5. Parents (represented through Parent & Citizens Groups, Community Organisations)
6. Local councils, state and federal government departments (e.g. education, health and communities).

## Activities

- Brokers facilitate the creation of new partnerships or the enhancement of existing partnerships between participants
- Broker facilitated partnerships are established to address identified needs of young people in the region
- Broker activities focus on creating, developing and sustaining partnerships. This includes:
  - *connecting* organisations with opportunities to create mutual benefit;
  - *providing* data and evidence to define priority issues;
  - *facilitating* the development of a shared vision and goals for partnerships;
  - *supporting* working relationships, the alignment of collective resources and adherence to partnership principles; and
  - *sharing expertise* to influence the continuous improvement of long-term partnerships.

## Inputs

- Funding from DEEWR (Department of Education, Employment and Workplace Relations) to organisations with dedicated partnership brokers
- \$183m over 4 years (2010-13) in 107 regions, 83 contracted organisations.

Figure 1 – Program Logic: Issue, participants, activities & inputs

**Consequences** **Impact**

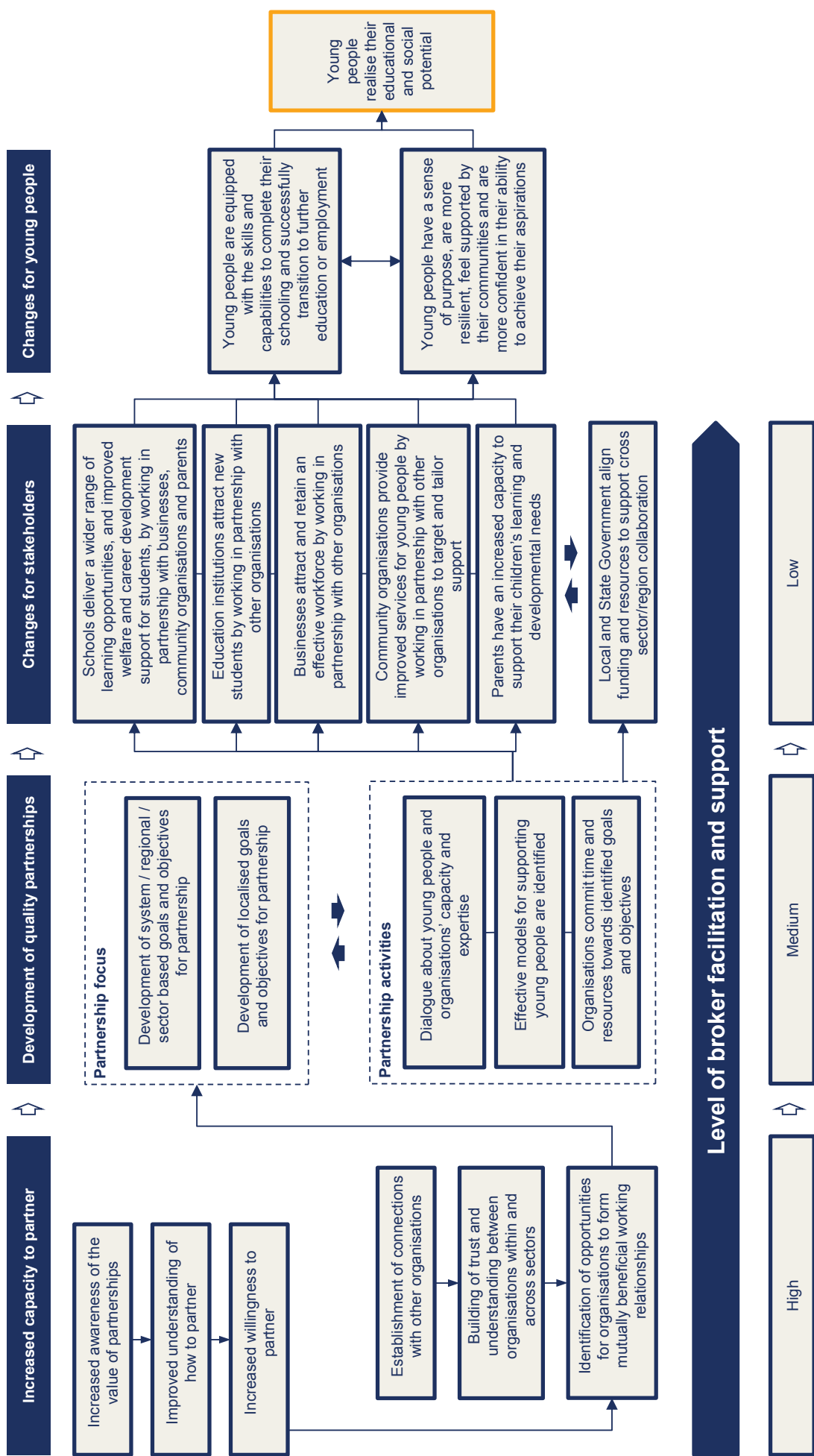


Figure 2 – Program logic: Consequences and Impact