

## Data Collection Strategy for Second Chances SA

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### Stage 1





# 1. Introduction

This report represents the first stage of a long-term plan to develop Second Chances SA's (SCSA) data collection strategy. It will also assist SCSA to provide top quality, evidence and outcome-based programs in its community. At Nova Smart Solutions (Nova), we are confident this will help SCSA to become a beacon in South Australia for data collection, service delivery and program evaluation.

During Stage 1, Nova has worked collaboratively with SCSA (CEO and staff) to understand and define the outcomes or results intended with the Prisoner's Kids. Based on this, we jointly built PKs Theory of Change (ToC) table, which is an essential step in order to draw next steps, and evaluate and design a data collection strategy for an organisation.

In more detail, we analysed whether SCSA counts with solid outcome definitions, and identifies the indicators and processes that provide relevant data to inform the organisation's decisions, performance and evaluation of impact. A special focus was given to whether the data is able to measure the impact the organisation has on Prisoner's Kids and the broader community.

The ultimate goal of this stage is to create SCSA's Theory of Change. This is, developing a map that helps tell a compelling story which talks about who should be involved, what they should bring or invest, what are the activities that can take place and what are the results or outcomes that represent the final goal of the PKs program. A Theory of Change with a data collection focus helps set the grounds to incorporate regular processes and analysis for continuous improvement of the PKs program.

Therefore, this report is essential to provide a clear map (Theory of Change) which identifies key elements to perform and improve the PKs program. It will also provide a visual perspective of the current data collection process which will set the basis for the second Stage of this project: Co-design a Data Collection Strategy.

The present report contains the following sections:

- 1. Theory of Change - What is it and what is it useful for?**
- 2. SCSA Stakeholders Map**
- 3. SCSA Outcomes Map**
- 4. SCSA Theory of Change**

An abstract graphic in the top half of the page features several white, rounded rectangular shapes of varying sizes and orientations, some overlapping, set against a solid teal-blue background. These shapes resemble stylized steps or a path leading downwards from the top left towards the bottom right.

## 2. What is a Theory of Change (ToC)?

A Theory of Change shows an organisation's pathway from stakeholders to resources, activities, outputs and ultimately to outcomes. It describes the change SCSA wants to make and the interactions involved in making that change happen. Theories of change illustrate a pathway of decisions made to achieve results and it is a useful tool to be used internally or externally with government agencies or funders.

When a Theory of Change is well designed, it is useful to reveal, among other things:

- whether your activities make sense, given your goals;
- whether you perform activities that are not needed to achieve your goals;
- whether there is room to improve how you reach your outcomes;
- whether you should involve or exclude stakeholders, or
- how to improve the measurement of your outcomes.

A ToC captures key variables and the interactions which are required to deliver the organisation's outcomes in a visual diagram. The variables required are: Stakeholders, Inputs, Activities, Outputs, and Outcomes. Below we defined each of these concepts with simple words and within SCSA context:



**Outcome:** This is what you and your team want to achieve and how you affect your community. It is a term also referred to as a **result, objective or goal!** It might be described as something not very tangible, like increasing sense of belonging or improving family relations. The change you want to generate lies here!

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**Outputs:** This is where it gets tangible! An output makes evident you are investing resources in various activities. This can be the number of uniforms donated to Prisoner's Kids or the number of home visits. (WARNING! Do not confuse outputs with outcomes – an output is the instrument to change or improve things, it leads to outcomes – 30 school uniforms help you achieve the outcome of increasing kids' self-esteem and sense of belonging!)

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**Activities:** What you actually do to get outputs and outcomes going! Home visits, internal meetings, delivering presents are great examples of the activities you need to do to get results.

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**Inputs:** Probably the best synonym is resources. Within a Theory of Change context, inputs refer to the resources which are invested to perform activities and achieve outcomes. The most common examples include time and money.

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**Stakeholder:** Who experiences change or affects the final outcomes (positive or negatively)? The answer to this question are the stakeholders. They can be people or organisations and a few examples are funders or Prisoner's Kids. For this report, we found it very useful to define Categories that helped us group stakeholders with similar attributes.

Through identifying the links between the stakeholders involved, resources used (inputs), activities delivered, outputs and outcomes, the organisation can refine the understanding of how it operates and can also provide insights on how to improve the measuring process for each stage.

In order to create a robust ToC and make it clearer, we have developed supplementary tables called 'Stakeholders Map' and 'Outcomes Map'. These tables, provide detailed information related to stakeholder and outcomes respectively, and will fit smoothly into the ToC. We believe they will be a very valuable starting point to fully understand the objectives of developing an outcomes-based data collection strategy.

Before defining stakeholders and outcomes, it is important to explore what are the benefits and main uses a Theory of Change brings to SCSA.

## 2.1 Usability of Theory of Change

A Theory of Change allows organisations to have a clear overview of how services are delivered. For Second Chances SA in particular, this exercise will be useful for the following:

- **Define Outcomes-based Strategy.** Knowing where SCSA is standing today in terms of partners, resources and activities and to know where it is going in terms of results is crucial to defining a clear strategy.
- **Improve Decision-making.** Having a clear perspective of who is involved and who is not, draws a better pathway and improves decisions around trade-offs.
- **Pitch services to external stakeholders.** Understanding what and how SCSA provides services allows to build a solid pitch for external stakeholders.
- **Write grant proposals.** Similar to the previous point, SCSA will understand better the nature of its activities with a Theory of Change and this will help writing more consistent proposals.
- **Define outcome indicators.** One of the key goals with this strategy is to understand if outcomes are actually happening. Having a clear definition of goals will derive into a clearer list of the indicators that inform us if there is an impact on Prisoner's Kids.



### 3. SCSA Stakeholders Map

The identification of stakeholders is an essential component of the Theory of Change. It helps us understand who is involved and if they have a positive or negative impact in the desired outcomes. Generally, a wide range of stakeholders have a critical role in the delivery of a program's final outcome. Therefore, during our analysis we identified and understood the interrelations that SCSA is having with different participants.

In this section, we present those stakeholders who somehow affect or are affected by the activities within the program.

During our workshop, we identified the main stakeholders and clustered them into categories: Caregivers, Prisoner's Kids, Local, State and Federal Government, Non-Government and SCSA itself. Finally, we clarified the impact that each stakeholder has on the outcomes whether this is positive, negative or neutral.

The following table lists the stakeholders who invest resources to deliver activities that drive change for Prisoner's Kids. You can also observe each of the categories identified and the impact each one of them has on the outcomes:

**Table 1. Stakeholder map**

Stakeholder Category	Stakeholder	Impact on Outcomes
Caregivers	Families, parents, relatives, carers (e.g. neighbours)	Positive. They are the door openers for SCSA Services, they are crucial for SCSA to be able to deliver their services.
Main Target	PKs	Positive. SCSA mission is to prevent Prisoner's Kids (PKs) from entering Juvenile Detention through early intervention programs.
Local Government	City of Playford	Positive. The City of Playford is a current sponsor and provides funding which, up-to-date, is dedicated towards school uniforms. SCSA has a CRM designed to identify the LGA in which Prisoner's Kids live (this helps community grant applications).
State Government	Department for Communities and Social Inclusion (DCSI)	Positive. The DCSI funds SCSA PK Family Care. Service Contract to June 2019.
	South Australia Police (SAPOL)	Neutral to Positive. SCSA is in the process of building a relationship with the SAPOL charity arm COPS FOR KIDS in the search of expanding networks and funding streams.

**Table 1. Stakeholder map (continue)**

Stakeholder Category	Stakeholder	Impact on Outcomes
State Government	Department of Child Protection (DCP)	Positive. The DCP manages cases of child abuse. SCSA can report cases of kids at risk to the DCP.
	Department for Education and Child Development (DECD)	Positive. Child Wellbeing Practitioners and teachers provide referrals to SCSA through the DECD.
	Department for Correctional Services (DCS)	Negative. The DCS does not collect or share enough quality data with SCSA about inmates' dependants (PKs).
Federal Government	Department of Social Services (DSS)	Neutral to Positive. SCSA is in the process of building a relationship with the DSS to expand network and raise further funding.
Non-Government	Churches	Positive. They support SCSA with funding and networking.
	Foundations	Positive. They support SCSA with funding.
	Trusts	Positive. They support SCSA with funding.
	Camping Service Providers	Positive. They support SCSA with camping services and networking.
	Services Club (eg Rotary Club, Kiwanis)	Positive. They support SCSA with funding and networking.
	Cornerstone Housing	Positive. SCSA has a partnership with this organisation to refer newly released inmates in need of accommodation can be referred to Cornerstone Housing.
	Other NGOs	Neutral to Positive. SCSA has contact with a number of other NGOs with whom they are able to make and receive referrals.
	Corporates	Positive. They support SCSA with funding.
SCSA	CEO, Case Workers, Mentoring volunteers, board members	Positive. Services delivered through the coordination and operations of SCSA programs and activities.



## 4. SCSA Outcomes Map



Another critical aspect of the Theory of Change is to define clear outcomes within the organisation. An Outcomes Map (OM) is vital as it clearly specifies the outcomes that an organisation sets. It tells you what your goal is and, in the case of SCSA, we defined them for the Prisoner's Kids program.

Moreover, mapping outcomes also helps us identify the indicators which tell us if the outcome is actually happening or not. As our analysis moves towards the next stages, we will be able to detail more precisely what represents a better indicator for each one of the goals of the program. We also mapped the current source of indicators, even if there is not a current data source. Again, this is an initial step that helps us understanding better the scope of the next stage, the data collection strategy.

Some concepts worth defining to provide a good understanding of the Outcomes Map are:

*Components* refer to the specific goals or intended results within an outcome category. We clustered different outcomes identified in the Theory of Change within a broader umbrella to provide a better and more digestible classification of results.

We located different *Indicators* that inform us where to look for information which tells us whether the outcome is happening or not. These are specific signals or clues which can help us recognise if SCSA is achieving change.

*Source of indicators* state where the information for the indicators is currently gathered (or not). This might be from an already existing database or qualitative interviews where we can identify results.

**Table 2. Outcomes map**

#	Outcome	Components	Definition	Indicators	Source of indicators
1	<b>Mental Health / Wellbeing and Self-care-Personal and Family Safety</b>	<ul style="list-style-type: none"> <li>- Increase Resilience (Improve coping skills)</li> <li>- Increase Children's confidence and self-esteem</li> <li>- Reduce bullying</li> </ul>	<p>Build on emotional intelligence for well-adjusted PKs, resilient to life changes.</p> <p>Help to improve self-care and coping skills. Giving support and coping mechanisms for PKs to thrive and grow. Reduce depression and anxiety.</p>	Some indicators might be found in Case notes. Qualitative only. Captured manually.	<p>No current data collection process for this outcome. Ideal to create a PK program report to include mental health assessment.</p> <p>Some indicators might include reduced or no substance abuse.</p>
2	<b>Family Functioning</b>	<ul style="list-style-type: none"> <li>- Stronger Family Relations</li> <li>- Improve choices for life</li> </ul>	Engage families to build happy and healthy homes (no swearing, no deterrents of self-esteem). Improve family relationships to demonstrate respect and responsibility.	Case notes. Qualitative only. Captured manually.	Quarterly collected data directly from client (Excel spreadsheet) and from others.
3	<b>Education and Training</b>	<ul style="list-style-type: none"> <li>- Improve career vision/path</li> <li>- Re-engage with school</li> <li>- Improve choices for life</li> </ul>	PKs have the confidence to go to school or vocational training to get where they want to be in the future. Encourage PKs thinking to lead to re-engagement with school and career vision and planning.	<p>Increase PKs school attendance.</p> <p>Reduce PKs Truanting.</p> <p>Improve PKs grades.</p> <p>Improve School attendance.</p>	<p>No current data collection process in place for this indicator.</p> <p>This will be captured when the new PK progress reports are in place.</p>

**Table 2. Outcomes map (continue)**

#	Outcome	Components	Definition	Indicators	Source of indicators
4	<b>Community Network &amp; Participation</b>	<ul style="list-style-type: none"> <li>- Reduce Isolation / Increase Social Inclusion</li> <li>- Improve social skills and community engagement</li> </ul>	Engage with community groups to connect PKs and parents with Local groups to reduce the risk of isolation.	# of PKs who attend community support groups.	Quarterly collected data directly from client (Excel spreadsheet) and from community groups (referral out). Data part of RBA.
5	<b>Age-appropriate development</b>	<ul style="list-style-type: none"> <li>- Stay on track (out of detention/prison/ justice system)</li> <li>- Build character / maturity</li> </ul>	Growth of PKs to be aligned against AEDC benchmarks of child development. Behavioural, physical, social, emotional, language and cognitive growth according to age.	Keeping PKs out of the Criminal Justice System.	No current data collection process in place for this indicator.
6	<b>Material Wellbeing</b>	<ul style="list-style-type: none"> <li>- Increase financial comfort (ability to pay bills)</li> <li>- Financial welfare</li> </ul>	Facilitate and provide welfare support for PKs families to overcome financial pressure and economic stress.	No requiring emergency funding.	No current data collection process in place for this indicator.



## 5. Theory of Change

Based on the definition of outcomes and the understanding of the key players who have an impact in the results, we constructed a Theory of change that shows the interactions between different variables and the progress towards the final goals.

More importantly, behind a Theory of Change, there is a story about a complex issue that is trying to be solved. Given the complexity of the issue, it is much easier to frame players, resources, activities and results within a structure that allows decision makers to improve strategies, partnerships and allocation of resources.

The story behind the Theory of Change shown below can be read as follows:  
Second Chances SA works towards achieving an impact in Prisoner's Kids lives. Change in these kids' lives means, among other things, increasing resilience, confidence and self-esteem. SCSA helps building stronger family relations, reducing isolation and improving choices for life.

To achieve these goals, SCSA interacts and partners with key players from the community. Caregivers, funders within the three levels of Government and non-Government organisations invest diverse resources to make sure activities are delivered correctly. Resources vary from time and money to referrals and materials.

SCSA is still expanding its strategy and finding more partners that will facilitate the delivery of key activities. Such is the case of the Department of Social Services (Federal) and the Police Charity Cops for Kids, two stakeholders which are not currently investing monetary resources but are a target to allow SCSA to expand its reach.

SCSA staff (CEO and case workers) raise funding and provide a wide array of services. Every year, SCSA needs approximately \$350K to deliver 500 home visits, 140 school uniforms, 10 mentoring camps, 250 birthdays presents, 520 Christmas presents and pay for salaries and operational expenses.

While these numbers are important, they are not SCSA's final goal. Ultimately, Second Chances SA aims to reduce the likelihood of PKs ending up in jail, to break an intergenerational cycle. School uniforms, for instance, help PKs gain self-confidence, increase self-esteem and feel more equal to their peers. It is an example of one of the early interventions which aims to prevent crime for children who live in special circumstances.

The Theory of Change summarises this story and structures the nuances between the linkages amongst variables that interact with each other to overcome a complex issue in our current society.

# Second Chances SA Theory of Change

A pathway to increase social inclusion for PKs and divert PKs from detention

- Mental Health/Wellbeing- Self-Care
- Family Functioning
- Education and training
- Community network and participation
- Age-appropriate development
- Material wellbeing



**STAKEHOLDER**

- Caregivers
- ▶ Local Government
- State Government
- ▼ Federal Government
- ★ Non-Government
- SCSA
- ◀ PKs

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