

Outcomes Framework for Youth Employment Programs

Outcomes and indicators for the Tasmanian Government's youth employment programs

23 October 2023

About the Framework. SVA was engaged by Jobs Tasmania to support it develop an Outcomes Framework for its youth employment programs, presented in this report



Purpose

This document presents the Outcomes Framework ('Framework') for the Tasmanian Government's Youth Employment Programs. It articulates the outcomes the Tasmanian Government is seeking to achieve through its funded activities and presents indicators for how those outcomes can be measured.



How it will be used

The Framework serves several purposes for the Tasmanian Government. It will help government to better meet the needs of young people, by:

- Providing different government agencies and funded organisations with a common understanding and language of the outcomes being sought
- Supporting government agencies and funded organisations to adopt an outcomes-focused approach in service commissioning and delivery
- Promoting consistency in the measurement and evaluation of outcomes and activities

Regarding scope. While there are many government agencies with an interest in youth employment, and whose activities affect it, the scope of this framework is primarily to service Jobs Tasmania's youth employment activities.

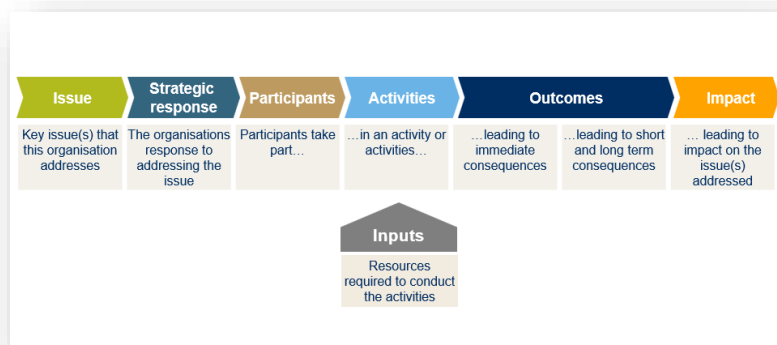


How it was developed

Social Ventures Australia (SVA) Consulting was engaged to develop the Framework. SVA worked collaboratively with the Jobs Tasmania team on its development. The Framework was informed through stakeholder consultation with relevant government agencies, youth employment service providers, and with the Jobs Tasmania team. It was also informed by a desktop review of relevant documents, and built on SVA's [Review Platform research](#).

About the Framework. It includes a Theory of Change, which outlines the outcomes being sought, as well as the Outcomes Framework itself, which outlines how those outcomes will be measured

Theory of Change



Pages 4-9

What is it?

A Theory of Change, also known as a 'logic model', is a foundational component of an Outcomes Framework.

It sets out the link between the issue an organisation or program is working to address and its intended impact; by explaining how the activities undertaken (such as a project, program or policy) contribute to a chain of results that lead to intended or observed impacts. It defines the outcomes that are intended for measurement through the Outcomes Framework.

Outcomes Framework

Participant	Outcome	Potential indicator	Indicator type	Indicator source
Young people	Young people have increased awareness and access to appropriate supports (Commonwealth or State)	<ul style="list-style-type: none"> Number of young people accessing services % of young people that are aware of appropriate services and supports available to them 	Activity	N/A
	Young people feel safe, valued and supported	<ul style="list-style-type: none"> % of young people who report feeling safe, value and supported 	Outcome	Community service outcome tree
	Young peoples' needs and aspirations are understood, and tailored supports identified	<ul style="list-style-type: none"> Number of young people who have a tailored support plan % of young people who feel their needs are understood and met 	Output	
	Young people have improved capacity and networks to access labour market opportunities	<ul style="list-style-type: none"> % of young people that report increased confidence to find work % of young people that report improved job search skills % of young people that report an improved knowledge of the labour market 	Outcome	SVA's Review platform
	Young people have improved appreciation of the value of work	<ul style="list-style-type: none"> % of young people that report an improved attitude to work 	Outcome	SVA's Review platform

Pages 10-12

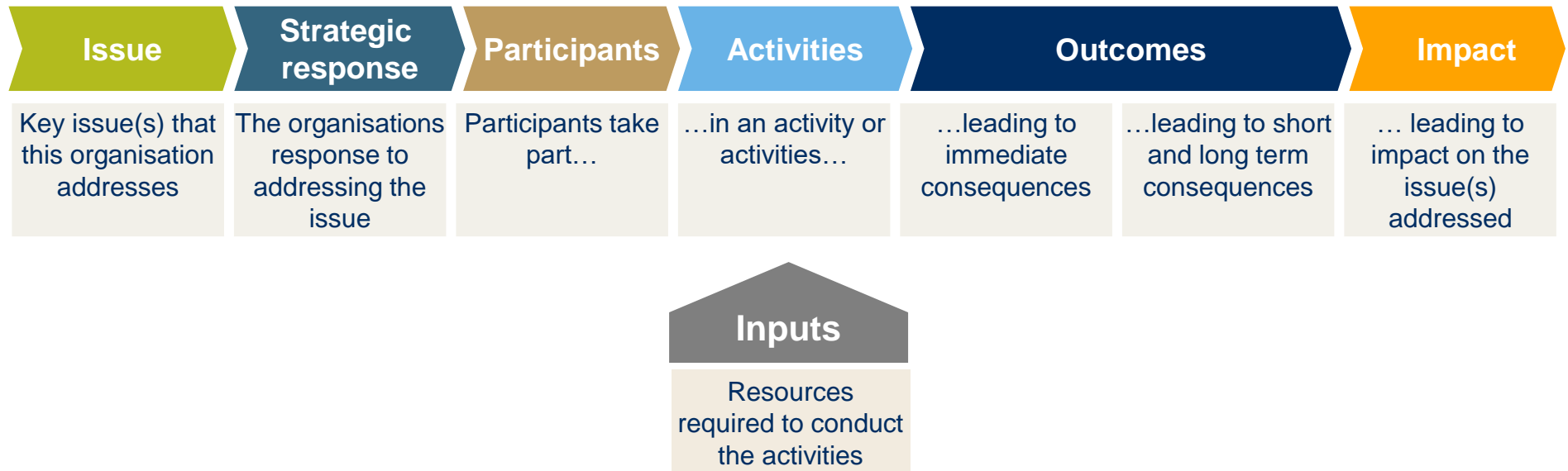
What is it?

An Outcomes Framework is a tool to support the measurement of outcomes.

It presents the indicators that are proposed for each of the defined outcomes prioritised for measurement through the Theory of Change. Indicators specify what needs to change to achieve the outcome and set the direction of change. It provide Jobs Tasmania with a 'menu' of outcomes and indicators to select from when commissioning services, and a complete set to report against for its own outcomes reporting.

Theory of change. This section outlines the Theory of Change for the Tasmanian Government's Youth Employment Programs. It details each of the key components, over five pages

Components of a Theory of Change



Theory of Change (p 1 of 5)

Issue

Tasmania has an abundance of talented, skilled and innovative young people, who are willing and able to work. However, thousands of young Tasmanian are unemployed or not engaged in study. Many face barriers to entering the workforce, that could be overcome with appropriate support.

- **Tasmania has the highest youth unemployment in Australia.** In July 2023, 12.6% of Tasmanians aged 15-24 were unemployed, compared to the national average of 8.2%.⁽¹⁾ That's an estimated 5,900 young Tasmanians without work.⁽²⁾ Of those who were employed, many would like to work more, or in more meaningful employment. Nationwide, 18.6% of 15–24 year olds were underemployed in February 2023.⁽²⁾
- **Further, a portion of young Tasmanians who aren't working, aren't engaged in study.** In 2022, 9.3% of Tasmanians aged 15-24 years old were not engaged either in study or employment, and an additional 13.3% were only partially engaged.⁽²⁾
- **Many young people face barriers to entering the workforce.** They may have limited or no prior work experience, have difficulty accessing transport, or not have the social and professional networks that can help access meaningful employment. Further, some employers can be reluctant to employ young people, perceiving that many aren't qualified or job-ready and some lack the basic required life skills. As a result, some employers have gradually withdrawn from training up young people on the job.
- **Some young people experience complex barriers to employment and need additional support.** Compared to young Tasmanians who are fully engaged, those who are not engaged in employment, education or training (NEET) or are partially engaged, are more likely to experience complex barriers such as caring responsibilities, a need for assistance with core activities, or have lower levels of education.
- **While the Commonwealth invests in employment services, there are gaps in the service system that mean many young people are falling through the cracks. It requires a complementary, person-centred place-based approach from the Tasmanian Government to get the best outcomes for Tasmanian young people.** Targeted investment can help young people secure meaningful work.

Theory of Change (p 2 of 5)

Strategic Response

The Tasmanian Government provide funding to support young people to participate in the labour market, achieve economic independence and remain connected to their community.

It stewards a flexible jobs and skills service system that complements the Commonwealth investment, by taking a person centred and place-based lens to meet the needs of Tasmanians. Its approach is underpinned by the following principles.

- **Person-centred:** Programs and activities focus on individual needs and goals at a point in time and on a holistic level with success judged on the outcomes for the young person, rather than activity targets.
- **Place-based:** Investment is tailored to population and place, identifying and addressing regional and market conditions, and complementing rather than duplicating existing efforts.
- **Capability strengthening:** A capability driven employment system that harnesses and builds upon job-seekers strengths, rather than being compliance based, and enables organisations to focus on activity based around core strengths by supporting better coordination of effort.
- **Collaborative governance:** Collaborative community and government decision making, enabling which ensures there is effective coordination across the service sector and government, cutting across silos and moving beyond programmatic responses.

Theory of Change (p 3 of 5)

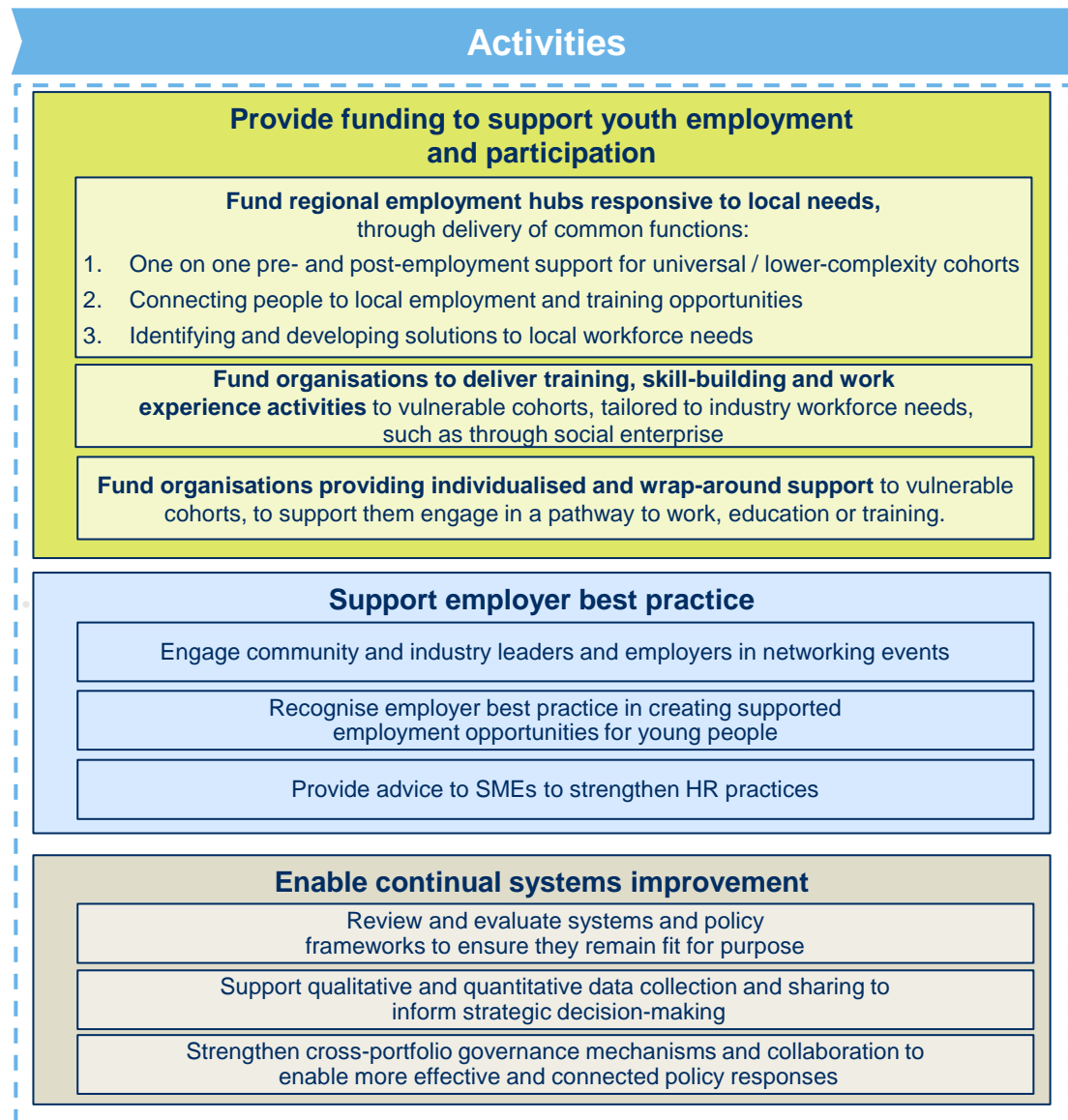
Participants

- **Young Tasmanians (aged 15-24) who are more vulnerable to experiencing disadvantage and/or complex barriers to employment, education or training.**
As a priority, it looks to service those not eligible for or suited to mainstream programs or supports (Commonwealth Government or other).

Resources

- **Tasmanian Government funding:** For youth employment and participation programs.
- **Service providers:** Including Regional Jobs Hubs, employment support services, training providers, and other community, not-for-profit and social support organisations.
- **Local industry and employers, including social enterprises.**

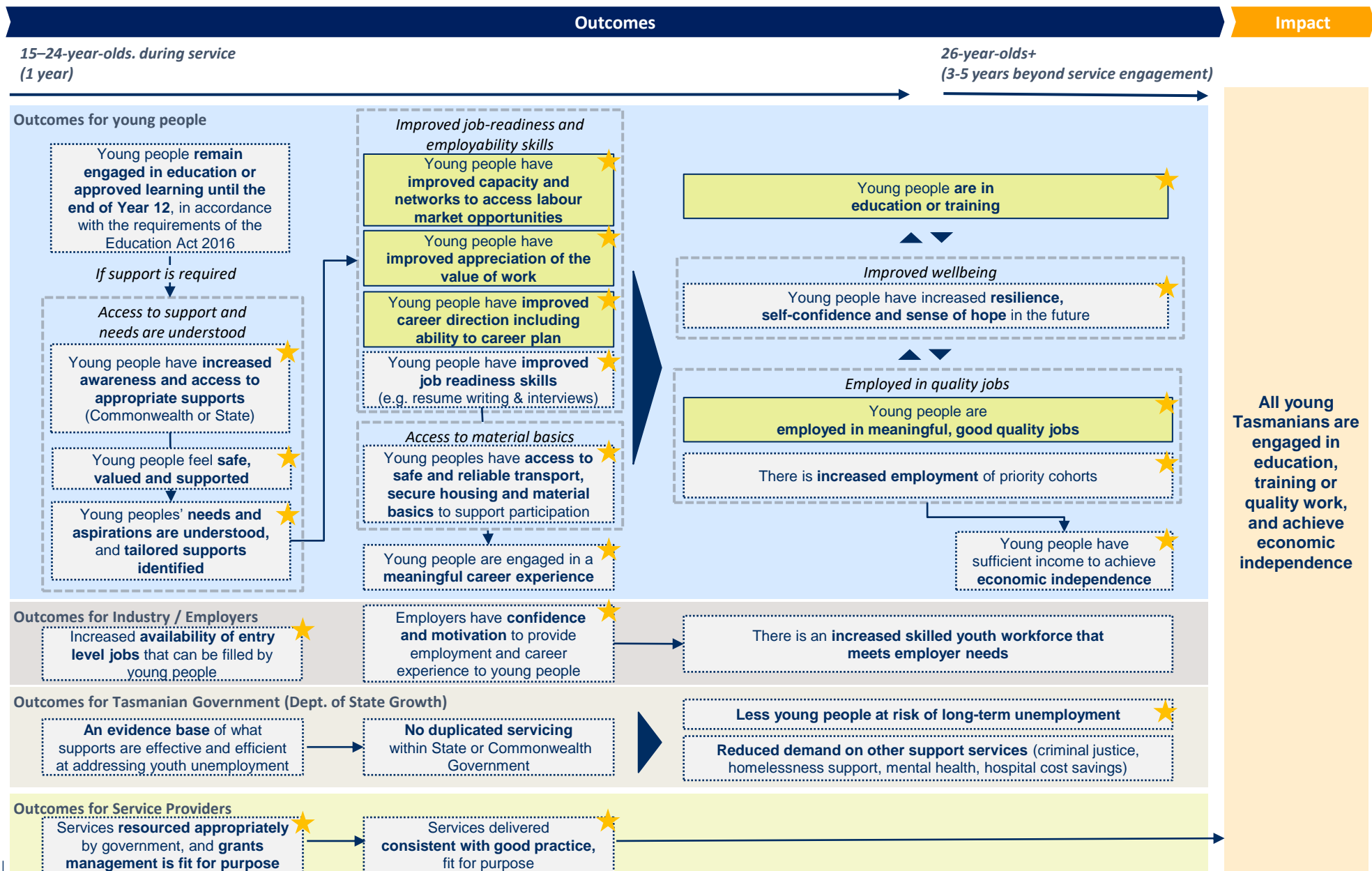
Theory of Change (p 4 of 5)



Theory of Change (p 5 of 5)

KEY

- Outcomes from SVA Review platform research
- Outcomes from other sources (interviews, SVA suggestions)
- ★ Priority outcomes for measurement (to be later decided)



Indicators: For young people (page 1/2)

Participant	Outcome	Potential indicator	Indicator type	Indicator source	Data source
Young people	1. Young people have increased awareness and access to appropriate supports	<ul style="list-style-type: none"> # of young people accessing the service, by cohort¹ # of young people referred on to an appropriate service % of young people that are aware of appropriate services and supports available to them 	<ul style="list-style-type: none"> Activity Activity Outcome 	Developed by SVA	<ul style="list-style-type: none"> Service provider program data and survey of young people
	2. Young people feel safe, valued and supported	<ul style="list-style-type: none"> % of young people who report feeling safe, valued and supported (while using the service) 	<ul style="list-style-type: none"> Outcome 	Community service outcome tree	<ul style="list-style-type: none"> Service provider program data
	3. Young peoples' needs and aspirations are understood, and tailored supports identified	<ul style="list-style-type: none"> # of young people who have a tailored support plan % of young people who feel their needs are understood and met 	<ul style="list-style-type: none"> Output Outcome 	Developed by SVA	<ul style="list-style-type: none"> Service provider program data and survey of young people
	4. Young people have improved capacity and networks to access labour market opportunities	<ul style="list-style-type: none"> % of young people that report increased confidence to find work % of young people that report improved job search skills % of young people that report an improved knowledge of the labour market 	<ul style="list-style-type: none"> Outcome Outcome Outcome 	SVA's Review platform research	<ul style="list-style-type: none"> Service provider survey of young people
	5. Young people have improved appreciation of the value of work	<ul style="list-style-type: none"> % of young people that report an improved appreciation of work (that work is important to them) 	<ul style="list-style-type: none"> Outcome 	SVA's Review platform research	<ul style="list-style-type: none"> Service provider survey of young people
	6. Young people have improved career direction including ability to career plan	<ul style="list-style-type: none"> % of young people that report that they know what work they would like to do in the future % of young people that report that they have a plan to reach their career goals 	<ul style="list-style-type: none"> Outcome 	SVA's Review platform research	<ul style="list-style-type: none"> Service provider program data and survey of young people
	7. Young people have improved job readiness skills (e.g. resume writing & interviews)	<ul style="list-style-type: none"> # of job readiness activities provided to young people <i>[NB: Cross-reference indicators for Outcome 4 above, for perspective of young person]</i> 	<ul style="list-style-type: none"> Activity Outcome 	Developed by SVA	<ul style="list-style-type: none"> Service provider activities available and uptake, and survey of young people
	8. Young people are engaged in a meaningful career experience	<ul style="list-style-type: none"> # of young people who have accessed a meaningful career experience (i.e. meaningful contact with an employer to expose them to work)² 	<ul style="list-style-type: none"> Outcome 	Developed by SVA	<ul style="list-style-type: none"> Service provider program data

1. The cohort data reported on will vary depending on the service provider and their focus. JobsTasmania will work with that provider to agree the appropriate data points, but they may include the number of young people who are eligible for Commonwealth supports, Aboriginal or Torres Strait Islander, from a Culturally and Linguistically (CALD) diverse background, and their employment status)

2. A 'Meaningful career experience' is defined here as any contact with an employer that helps inform a young person's career path, which could include work experience at school, an internship, job-shadowing, career advice from an employer, or a structure workplace learning experience. This outcome is grounded in research, including from a UK study, which found that the more work-like experiences a young person has (students in particular), the less likely they are to become NEET. See <https://www.sec-ed.co.uk/content/news/four-or-more-pupil-employer-contacts-key-in-neet-battle>.

Indicators: For young people (page 2/2)

Participant	Outcome	Potential indicator	Indicator type	Indicator source	Data source
Young people	9. Young people have access to safe and reliable transport, secure housing and material basics to support participation	<ul style="list-style-type: none"> # of young people that accessed practical support for transport or basics (clothes/tools) to support access to work # and % of young people requiring and/or accessing support for stable, secure and safe homes 	<ul style="list-style-type: none"> Activity Activity 	Developed by SVA	<ul style="list-style-type: none"> Service provider data including when participants are accessing other services offered by SP Referrals to and from housing providers
	10. Young people are in education or training	<ul style="list-style-type: none"> % young people enrolled in education and training, by type (school, vocational, or university) <i>NB: See also Outcome 12 for complementary indicator</i> 	<ul style="list-style-type: none"> Outcome 	SVA's Review Platform	<ul style="list-style-type: none"> <i>Service provider level: Service provider data</i> <i>Population level: ABS data (Education and Work Australia, Yearly data)</i>
	11. Young people have increased resilience, self-confidence and sense of hope in the future	<ul style="list-style-type: none"> % young people that report an increased feeling of resilience and self-confidence % young people that report an increased sense of hope in the future 	<ul style="list-style-type: none"> Outcome 	Community service outcome tree; Outcomes Star	<ul style="list-style-type: none"> Service provider survey of young people
	12. Young people are employed in meaningful, good quality jobs	<ul style="list-style-type: none"> % of young people in paid employment (<i>SP and Pop level</i>), by type of employment (casual, part time or full time) % of young people who are <i>under-employed (Pop. level</i>, and if available, <i>SP level</i>) % of young people participating in EET (<i>SP and Pop. level</i>) (<i>NB: cross-ref with Outcome 10</i>) # and % of young people that have sustained employment for 12, 36, 52, and 104 weeks (<i>SP level</i>) % of young people in jobs, who report being satisfied with their job¹ 	<ul style="list-style-type: none"> Outcome Outcome Outcome Outcome Outcome 	SVA's Review Platform	<ul style="list-style-type: none"> <i>Service provider level: Service provider data</i> and if possible, survey of young people <i>Population level: ABS data (Education and Work Australia, yearly data; and Labour Force Australia, monthly data. NB underemployment data may need to be extrapolated for young people).</i>
	13. There is increased employment of priority cohorts	<ul style="list-style-type: none"> <i>NB Outcome 12 indicators to be reported at Cohort level (as per Outcome 1).</i> 	<ul style="list-style-type: none"> Outcome 	Developed by SVA	<ul style="list-style-type: none"> ABS and service provider data
	14. Young people have sufficient income to achieve economic independence	<ul style="list-style-type: none"> % of young people who report an increase in their income (<i>since first touchpoint with provider</i>) % of young people in Tasmania with sufficient income to cover cost of living Decrease number of young people in Tasmania accessing Commonwealth welfare payments 	<ul style="list-style-type: none"> Outcome Outcome 	Developed by SVA	<ul style="list-style-type: none"> Service provider data ABS data on median income relative to cost of living DSS data from data.gov.au on benefit and payment recipient demographics

1. Job satisfaction is being used here as an indicator of job quality. The question could be asked of young people at this high level, or through a series of sub questions. The literature suggests that job quality can be measured with reference to: Earnings quality (in comparison to hours worked), Job security, and Quality of the working environment.¹ Other criteria can include: Safety and ethics of employment, benefits of employment, work-life balance, social protection, social dialogue, skills development and training, employment-related relationships and work motivation.¹¹

Indicators: For Tasmanian Government, Service providers and Industry (page 1/1)

Participant	Outcome	Potential indicator	Indicator type	Indicator source	Data source
Tasmanian Government	15. Less young people at risk of long-term unemployment	<ul style="list-style-type: none"> NB. Cross reference indicators at Outcome 12, including: <ul style="list-style-type: none"> % of young people who are unemployed for longer than 52 weeks % of young people participating in EET 	<ul style="list-style-type: none"> Outcome 	Developed by SVA, with reference to ABS definition of long-term unemployment	<ul style="list-style-type: none"> ABS data on length of unemployment for people aged 15-24 in Tasmania
Service providers	16. Services resourced appropriately by government, and grants management is fit for purpose	<ul style="list-style-type: none"> Average length of contract for service provider contracts Average proportion of service-provider overheads / indirect costs covered by service provider contracts, as a proportion of Tasmanian social sector averages (~25%) / or service providers self-reported overheads¹ Average employee retention rates of service providers Average length of time spent reporting on grant deed Average payment per case load # and % of target cohort as defined in Theory of Change participants (vulnerable young people) serviced by total service provider funding 	<ul style="list-style-type: none"> Input Activity Activity Activity Output Outcome 	Developed by SVA and JobsTasmania	<ul style="list-style-type: none"> Department data, with some provider data where not onerous to report
	17. Services delivered consistent with good practice, fit for purpose	<ul style="list-style-type: none"> % participants of programs feel their needs have been met and they have been supported % of services assessed to have been delivered in a manner aligned with program goals, Jobs Tasmania Deeds/Service Delivery Plan 	<ul style="list-style-type: none"> Outcome Outcome 	SVA's Review Platform Developed by SVA	<ul style="list-style-type: none"> Survey data from program participants and Department assessment of providers against service expectations
Industry / Employers	18. Increased availability of entry level jobs that can be filled by young people	<ul style="list-style-type: none"> # of entry level jobs created by industry % of young people hired in these roles 	<ul style="list-style-type: none"> Activity Outcome 	Developed by SVA, with reference to International Labour Organisation ²	<i>Industry / Employer level</i> <ul style="list-style-type: none"> Employers engaged through Employer of Choice Assist program <i>Population level</i> <ul style="list-style-type: none"> Explore data available through Jobs and Skills Australia and Tasmanian Chamber of Commerce surveys
	19. Employers have confidence and motivation to provide employment and career experience to young people	<ul style="list-style-type: none"> % of employers that have increased their youth workforce % of employers that feel confident and motivated to provide employment to young people 	<ul style="list-style-type: none"> Outcome Outcome 	Developed by SVA with reference to Youth Jobs strategy discussion paper	<ul style="list-style-type: none"> Data from Employer of Choice program and could explore data available through Tasmanian Chamber of Commerce survey

1: This measure is informed by SVA's [Pay What It Takes](#) research. 2: International Labour Organisation (2018), [What works in youth employment](#)