



# 2017 Annual Report

Best practice youth  
development programs  
designed to create positive  
social change



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



## CHAIR'S REPORT

2017 proved to be another hectic year for Creating Chances. Revenue topped \$1 million for the first time, a 29% increase on 2016. This achievement was due to our dedicated team and our commercial partners, donors and supporters.

Each year I reflect on and highlight the growth of the organisation because if we are growing, then we must be engaging with more youth. Further, it is a measure that means more girls and boys have had the opportunity to participate in programs that are designed to be "game changers" in their lives.

Meeting and achieving our goals only happens when the organisation has a dedicated, motivated and passionate team. In this regard Creating Chances is blessed. On behalf of the Directors and Members I congratulate Brad and our team for their commitment to our goals and for their good old know how, which has well and truly come to the fore again during 2017.

I commend and congratulate Brad, Assmaah, Mark, Stuart, Tun, Veronica, Kamilla, Pauline, Joe, Robert, Natasha, Margie and Eve. It is always fraught to single out individuals, however these team members have had important leadership roles, which they have diligently and successfully filled. They have trained and developed the other 36 team members who worked in our programs during 2017. Managing our operations, given the geographic spread and individual demands of each cohort of youths with whom we work, is challenging. Success is no fluke and only comes from strong leadership. So, to each of you "Well done."

The work done by Creating Chances can only happen if we have adequate funding streams in place. Funding presents its own challenges as we all know. To this end, I believe that due to the outcomes we have achieved now over the 13 years that we have been operating (formerly as Rugby Youth Foundation and Football United), we have developed a strong reputation for meeting outcomes and therefore have developed a loyal group of enthusiastic commercial partners.

Creating Chances is very fortunate to have partners that have stuck with it for many years now and as we have grown, so too has their generosity and levels of support. I do not consider this to have happened by chance, as organisations such as ours are numerous. Our commercial partners are looking at committing their funds to organisations that can demonstrate outcomes and results. Through the Monitoring and Evaluation of our programs that we undertake, we present a compelling story to our partners. Our partnership with the University of New South Wales is a strength in this regard.

Among our commercial partners I acknowledge the NSW Department of Education and the High Schools and Primary Schools, who provide support via both the purchase of various programs and for providing grant monies through the Links to Learning Grant. Further, I am very excited to report that the Central Coast and Illawarra Expansion program, generously funded by the NSW Department of Education, the schools involved and National Australia Bank, has been a great success to date and interest in its continuation is very positive.

The Lebanese Muslim Association, the Community Migrant Resource Centre at Parramatta, Multicultural NSW, Sydney West Multicultural and the Centre for Multicultural Youth have all been tremendous supporters of our work in 2017. Our programs are proving to be extremely successful in the space around refugee integration and harmony and when "English as a second language" provides barriers.



The Merrylands RSL, through the Cumberland Council Community Grants round, has continued its support and increased its contributions to the work we are doing in its LGA, including a program which prepares youth for life after school. The Parramatta, Liverpool City and City of Canterbury Bankstown Councils also continued their support.

In addition, National Australia Bank and the Canterbury-Hurlstone Park RSL came aboard during the year in support of specific programs.

I acknowledge our donors for 2017, who donate willingly with no strings attached: Wilson Asset Management, D Scheinberg and J Scheinberg.

On behalf of our Board, team and all the youth in our programs, “thank you” to all our commercial partners and donors. We value your support very much indeed, as without it, we would not achieve the wonderful results we do. We look towards many more rewarding years ahead.

Our collaboration with Football United, which sits at the very core of the genesis of Creating Chances, is also a big part of what we do and 2017 was no exception. Approximately 10% of the programs and activities we delivered in 2017 were funded through Football United. We look forward to maintaining and building on this strong partnership into the future.

On a financial note, Creating Chances ended 2017 with \$40,000.00 more than it held in January 2017. Small surpluses are always a sign of relief for Chairs of Not for Profit organisations like ours. Our financial performance is fully set out in the Annual Financial reports for both Creating Chances limited, the corporate Trustee, and the Creating Chances Trust.

Board refresh continues to sit at the forefront of our focus to ensure that the right people are driving Creating Chances forward and providing the appropriate oversight of its operations and governance. During the year, the Board formed a Board Appointments Sub Committee, chaired by Barbara Gaden, to make sure there was sufficient work being done to identify candidates for consideration as future contributors. This committee has been very active in identifying and meeting with prospective candidates for future Director roles. The appointment of Kay Rigas to the Board in April 2018 is a direct result of this work.

2017 saw the Board place a heavy focus on appropriate governance around growth of the organisation and implementing systems commensurate with managing the risk around that growth. Our aim is to be compliant in all aspects of governance of a not-for-profit charity. To this end Creating Chances registered for GST in December effective as at October 2014 and elected to transition our HR system to one based on employees, with some contractors.

These decisions have created new and more complex work systems and seen some changes to personnel. Julie Barnett has been engaged to manage our payroll and accounts systems. I welcome Julie and look forward to developing a strong working relationship with her.

At the same time, we say “goodbye” to Tracey Long, who has provided bookkeeping services to Creating Chances since 2016. Tracey has made a terrific contribution during her time with us. Thank you, Tracey. Our best wishes for the future.

During the year we said “goodbye” to one Director, Michael Minns and “hello” to a new Director, Sally Nathan. I acknowledged Michael’s contribution in last year’s report. Sally joined our Board as one of the two nominees from UNSW, with whom CC has a Collaboration Agreement.





I acknowledge the work and commitment of my fellow Directors and look forward to more fruitful years ahead.

The pro bono work undertaken by KPMG, facilitated by Paul Robertson, is noted and appreciated. To our auditors, Matthew Duggan and his team at DBW, thank you for attending to our annual audit and program acquittals and for attending our AGM.

There have been numerous highlights during 2017. They are all described in the pages that follow. I commend the remainder of the report to you. Well done to all in 2017. Now let's build on those achievements in 2018 and beyond.

**Michael Brown**  
**Chair - Creating Chances**



## EXECUTIVE SUMMARY

2017 was another incredible year for Creating Chances as the organisation focused on the delivery of our high quality programs for young people, and building capacity to support our future growth.

We have worked with more young people and children than ever before, building their resilience, self-awareness and sense of community. We have also expanded our reach beyond Western Sydney for the first time, with Creating Chances programs now delivering outcomes for youth in the Eastern Suburbs, and we established an exciting new relationship with the Department of Education which saw the expansion of our youth programs into the Central Coast and Illawarra.

This growth has also seen necessary changes to our organisational operations, and we have implemented new systems and processes to support our staffing and HR, sales and business development. These improvements have vastly improved efficiencies and helped to build our capacity for the future.

Our academic partners at the University of New South Wales worked tirelessly to improve our monitoring and evaluation process which provides the Creating Chances team with invaluable data to ensure our programs have a huge impact in each community where we work.

2017 also saw another great year for the delivery of Football United programs by Creating Chances, with our team running regular programs at six high schools and four community spaces.

## KEY 2017 STATISTICS

- 36 high schools participated in Creating Chances programs and events
- 22 primary schools participated in Creating Chances programs
- 1,400 high school students completed Creating Chances programs
- 1,550 primary school students participated in programs run by Creating Chances youth
- 20 past participants are now trained and delivering Creating Chances programs
- Creating Chances operated sessions at 9 sites on behalf of Football United
- 1,300 youth participated in Community sports programs





## 2017 IN IMAGES





## PROGRAM OVERVIEW

In 2017, we fine-tuned the delivery of our Youth Development Pathway programs, and looked at improving program evaluation methods and the training of our facilitators.

### CHAMPIONS

In 2017, the team worked with schools to deliver this well-established program with a focus on choosing life skills that would support their participating students to build a foundation for a more positive self, better resilience and coping mechanisms, improved relationships with their peers, teachers and community, and to introduce them to the idea of social responsibility in each program throughout the year.

### COACHES

Creating Coaches continued to be a hit with the vast majority of participants and gave them important leadership, group management and organisation skills. We also worked with the Lebanese Muslim Association, BMC Consulting and Ability Options to create a suite of “employment readiness” programs that were used to prepare and build the confidence of students who had completed this program and were due to leave school at the end of the year.

### GAME CHANGERS

The program that went through the biggest development was Game Changers, which started to take shape in very different ways for each participating cohort. We worked with the Lebanese Muslim Association to implement a number of Game Changer programs in 2017 with a focus on building employment skills, project-based learning, advocacy and youth entrepreneurship.

“ This program gave me valuable time to reflect on myself and my peers.  
- Student, Arthur Phillip High School ”

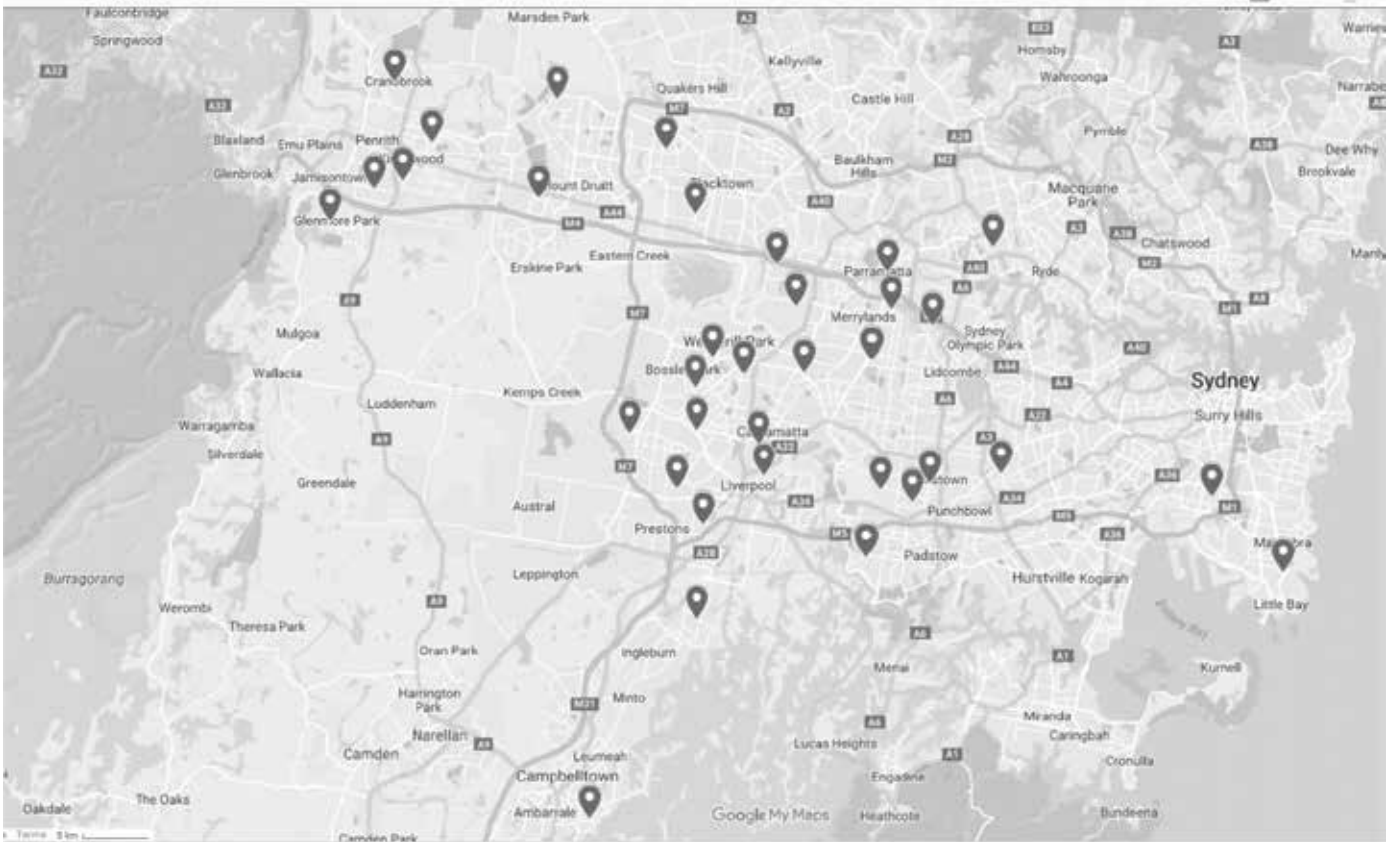


“ The students loved being part of the CC program. They were engaged, on-task, punctual and they told me constantly how much they were loving the program.  
- Teacher, Kingswood High School ”





## PROGRAM LOCATIONS IN 2017



## HIGH SCHOOLS WHERE WE WORKED:

Arthur Philip, Airds, Cabramatta, Canterbury Vale School, Cranebrook, Chifley College Shalvey, Doonside Tech, Evans, Fairfield, Prairiewood, Granville Boys, Greystanes, Holroyd, Homebush Boys, James Meehan, Jamison, JJ Cahill Memorial, Kingswood, Liverpool Boys, Lurnea, Marsden, Matraville Sports, Marrickville IEC, Merrylands, Miller Tech, St Johns Park, Westfields Sports

## PRIMARY SCHOOLS WHERE WE WORKED:

Gardeners Road, Eastlakes, Fairfield West, William Stimson, Miller Tech, Soldiers' Settlement, Casula, Warwick Farm, Mascot, Curran, York, Beresford, Parramatta, Fairfield, Briar Road, Cabramatta West, Hampden Park, Braddock, Noumea



## EXPANSION TO REGIONAL AREAS

2017 saw Creating Chances move out of its stronghold in South West Sydney and Western Sydney and expand North into the Central Coast and south into the Illawarra and Wollongong region to operate two pilot programs with funding from the Department of Education and National Australia Bank.

The pilot saw the offer of two programs - Champions and Coaches - for each school. We launched this project in term 4 of 2017 with two ZAP Days which provided a really positive start to the students' Creating Chances journey.

Six high schools on the Central Coast and three high schools in the Illawarra and Wollongong region were onboarded for the pilot, which will continue into early 2018, before additional programs are rolled out and embedded in these regions.

This expansion has been a great case study for our learning, as we look to future plans to offer programs in additional regions.





# STAFF DEVELOPMENT AND TRAINING

Creating Chances put a great deal of effort into finding the right people for the job in 2017.

## CONNECTING THE TEAM

A two-day, one-night staff camp was held at YMCA Yarramundi for 25 facilitators, coaches and management staff, where we invoked their passion and focused on creating new ideas for the future. The aim of the staff camp was to provide a platform to further develop personal and professional skills including program design and mentoring skills and to enhance the organisation's team culture. The camp included a variety of teaching formats incorporating experiential learning, workshops, problem-solving and team building activities. Staff also celebrated the end of the year with an epic team building day at the RAW Challenge in the Central Coast following by a delicious lunch and discussions on plans for the next year.

## ADDITIONAL TRAINING

Additional Training was provided to Creating Chances staff and volunteers including:

- First Aid and CPR
- World Traditional Games
- Coaches Across Continents "Sport for Social Impact"
- Football Federation Australia Grassroots Course (1) and Skill Training Certificate (1) courses
- F3 Game Facilitator Training

## BE LEGENDARY TRAINING

Creating Chances hosted one Facilitator Training day called "Be Legendary" for 13 young leaders and members of the community, to recruit and train new facilitators.





# COMMUNITY BASED PROGRAMS

Creating Chances managed the delivery of Football United and Rugby in the Park programs at nine separate sites across Sydney.

## FOOTBALL UNITED

Arthur Phillip High School, Evans IEC/High School, Fairfield IEC/High School, Lurnea IEC/High School and Miller Technology IEC/High School participated in Football United programs, Auburn PCYC and Fairfield Youth Centre hosted F3 Fair Play Competitions, and we delivered Football in the Park community sessions in Lakemba and Liverpool. These programs attracted 1,300 youth and helped to change the lives of young people, as well as one of our coaches who departed to play professionally in Spain.

## RUGBY IN THE PARK

The Rugby in the Park program led by coaches from Chifley College Shalvey Campus continued to flourish, with over 100 coaching students involved in running weekly rugby sessions for approximately 200 primary school students from Noumea Public school.



# EVENTS

A total of nearly 2,000 young people attended events and excursions held during 2017, many in collaboration with our partner organisation Football United, including:

- School Holiday Football Festival
- Multicultural Female Football Week Festival
- Sydney FC Game
- Inter-primary school Gala Day in Term 1 and Term 2
- Lakemba Youth Football Festival
- Liverpool FC Community Day in partnership with Ultimate Soccer Centre and the Reagan Milstein Foundation
- Refugee Week Interschool Gala Day
- Liverpool Football Festival for Youth
- Auburn F3 Launch event with PCYC NSW and Auburn
- International Day of Peace inter-school gala day
- RAW Challenge to launch Central Coast programs
- Fair Play Festival
- Illawarra Zap Day at the University of Wollongong
- The World Traditional Games
- Two Sydney FC training session for coaches
- Cathy Freeman Foundation visit to Arthur Phillip High School
- SBS with Miller Tech HS Students
- Two excursions to Campaign Monitor offices
- Socceroos vs Syria Game





# RESIDENTIAL “FOCUS” CAMPS: FINDING OUR COMMON UNITY AND STRENGTH

Creating Chances ran four FOCUS camps for the students who were part of the Lebanese Muslim Association and Community Migrant Resource Centre funded programs (two separate camps for girls and boys) in January and April, with a total of 103 students.

Each camp ran for three days and two nights, with a overlap on the Wednesday where the boys and girls completed a scavengers treasure hunt together.

All camps were hugely successful with both students and facilitators enjoying them immensely.

The activities included in the camp gave the youth an opportunity to both challenge themselves physically, grow emotionally, and use their creativity in relation to broadcasting their experience in makeshift media situations, including press conferences, TV interviews and preparing a press release.





# SALES AND MARKETING

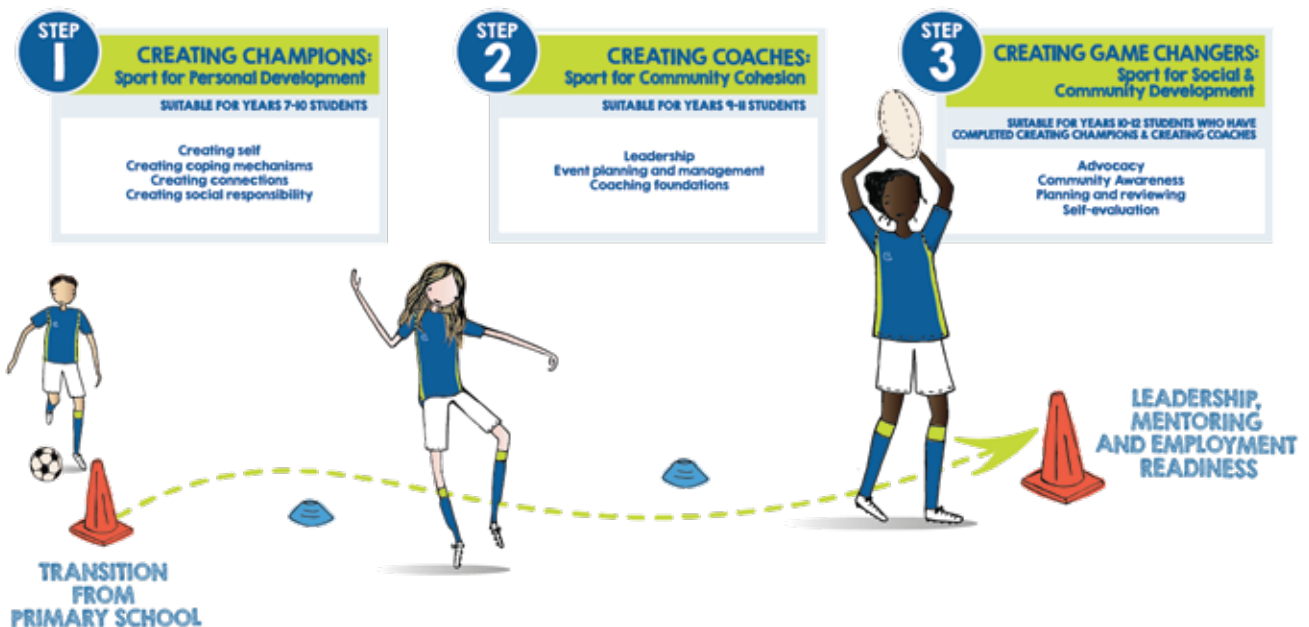
Since establishing Creating Chances as a social enterprise, our team has worked on improving the sales process and developing high quality marketing collateral and sales tools.

In 2017, our website was given a complete overhaul, which has made a huge difference to how we can market ourselves in a competitive environment. It is now much easier to navigate and it stands out with quality graphics and powerful messaging.

Additionally, with the help of marketing experts, graphic designers and input from our team we now have a suite of quality flyers and brochures that can be used for targeted promotion.



## YOUTH DEVELOPMENT PATHWAY



## GRANTS AND FUNDED PROGRAMS

### FUNDED PROGRAMS

2017 saw the continuation of the youth transition and Thrive projects, both funded by the Department of Social Services via the Lebanese Muslim Association and the Community Migrant Resource Centre. These projects operated in 14 schools and had incredible outcomes for newly arrived refugees who were often timid and unsure of themselves and how they fit into life in Australia. This is a quote from one of our facilitators at Fairfield IEC:

**“ In week one, the students were very disengaged and scared when they were told about coaching primary students, mainly because of their language barriers and doubts about their ability and confidence levels. However, after a couple of sessions of leadership, communication and hands-on practice sessions, they were fully committed and excited to challenge themselves. Their hard work and improvement was also extremely noticeable by the primary school students and their teachers who constantly highlighted this to the facilitators and student coaches. ”**

### GRANTS

In 2017, Creating Chances very gratefully received grant funding through:

Liverpool City Council  
Parramatta City Council  
Canterbury Club Grants  
Canterbury Council  
Inner West Club Grants  
Cumberland Club Grants  
NSW Premier's Fund

The grant we received from the Cumberland Club Community Grants round was the third year Creating Chances was supported by Merrylands RSL for our 21st Century partnership program operating in Holroyd, Merrylands, Greystanes and Granville South High Schools.

We received funding for the first time from the Inner West Club and Canterbury Club Community Grants rounds from Canterbury Hurlstone Park RSL, funding vital programs in those Local Government Areas.



## RESEARCH FINDINGS

### CHAMPIONS PROGRAM

A unique 10-week program which blends workshop and sports activities to meet National Curriculum outcomes. Data from 22 Creating Champions programs at 11 high schools is included in this evaluation.

### COACHES PROGRAM

A combination of a coaching/mentoring program for high school students and activation via a youth-led coaching program for Primary School or Year 7 students. Data from 25 Creating Coaches programs and 4 Champions + Coaches combined programs at 19 high schools is included in this evaluation.

### GAME CHANGERS PROGRAM

Represents the final stage of the Creating Chances youth development program for high school, which engages young participants as either mentors to junior students going through the Champions Program, or guides them to develop their own community building project. Data from 4 Game Changer programs and 1 Coaches + Game Changer combined program is included in this evaluation.

### SCOPE

Measures diversity of sociodemographic background of participants, levels of satisfaction of program participants and teachers, and perceived initial outcomes of the program.

### TOOLS

Program registration forms, participant satisfaction surveys, teacher satisfaction surveys, and Head Facilitators' end of program reports.

### RESPONSES

25 teachers and 915 students participated in this evaluation. The program's survey response rate was 84% in participants and 63% among teachers.

### 2017 STATS

In 2017, Creating Chances operated a total of:

- 31 Creating Champions programs in 18 high schools for 434 participants
- 32 Creating Coaches programs in 18 high schools for 384 high school participants and 19 primary schools for 1,550 primary school participants
- 5 Creating Game Changers programs in 5 high schools for 80 participants
- 5 camps for 126 participants
- 16 events for 1,803 participants
- 7 excursions for 159 participants
- 9 training courses/workshops for 156 participants





# PROFILE OF EVALUATED PARTICIPANTS



**915**

participants involved in the evaluation process

**4%**

of participants are Aboriginal and Torres Strait Islanders



**37%**

of participants are girls

**70%**

of participants and their families speak languages other than English at home



**68%**

of participants are from High Schools, 32% from IECs

**64%**

of participants were born outside of Australia (41 different countries)



**42%**

of the participants have refugee backgrounds

**83**

different ethnic backgrounds  
Iraqi (23%), Australian (12%), Syrian (11%), Samoan (6.5%), Assyrian (5%), Afghani (4%), Tongan (3%), the rest 0.2 - 2%



# PROGRAM EVALUATION: CREATING CHAMPIONS

94%

**of participants agreed that their facilitators/coaches were a huge strength of the CC program**

"I only went to school (looked forward to it) because we had Creating Chances."

"Everyone was just perfect."

"Overall they did very well, amazing communication skills and everyone was always participating. I LOVED IT!"

- Student responses in evaluation forms

86%

**of participants agreed the Champions program was relevant to them and helped improve their studies**

"To be completely and utterly honest I wouldn't want anything to change in this program for many great reasons."

"Creating Chances was a great program that teaches you important skills and makes you feel like you are part of a family"

- Student responses in evaluation forms

95%

**of participants mentioned that the Champions program is recommendable to others**

"I recommend you to continue this program and teach the young children of the society to create better chances and have a healthy mind of thinking."

"We should do Creating Chances for the rest of my schooling years."

- Student responses in evaluation forms

100%

**of teachers who participated in the survey mentioned that the Champions program has had a positive impact on their students' self-confidence, public speaking and relationship with teachers**

"The students loved being part of the CC program. They were engaged, on-task, punctual and they told me constantly how much they were loving the program."

- Teacher response in evaluation forms

90%

**of teachers mentioned that the Champions program has had a positive impact on their students' behaviour and interpersonal relationship with their peers.**

"The students respond well to the different life goals."

"The staff were very charismatic, their support material was targeted and contemporary, the gala day went well."

- Teacher responses in evaluation forms



## PROGRAM EVALUATION: CREATING COACHES

94%

**of participants felt their facilitators/coaches were skilled, knowledgeable and engaging**

"CC is a helpful and awesome program that helps me be a good coach and how to use teamwork and how to deal with other people. It can help you be confident with yourself and encourage yourself to communicate with other people."  
- Student response in evaluation forms

86%

**of participants said the program was relevant to them and helped improve their studies**

"It's a good program that helped with my life and social skills and I would recommend."  
"Overall I felt that the program helped us in meeting our needs and interests and has helped us be more confident in stepping up and taking charge."  
- Student responses in evaluation forms

95%

**of participants would recommend the Coaches program to others**

"CC helped me to be a public speaker and love all types of sport. I strongly recommend."  
"CC has taught me more about myself than anything else and has helped me see more good in myself."  
- Student responses in evaluation forms

92%

**of the responding teachers said that the program has had a positive impact on their students' behaviour, peer relationships, and extracurricular activities**

"Creating Chances gave students an excellent opportunity to develop positive personal attributes such as attendance, dress, responsibility, mentoring, leadership"  
- Teacher response in evaluation forms

100%

**of the responding teachers mentioned that the program has had a positive impact on their students' self-confidence and school attendance**

"An excellent program mediated by a group of enthusiastic and passionate coaches who have had a positive impact upon our students. I highly recommend this program."  
"Excellent, I would include students with behavioral issues as I feel they would benefit from this program. Excellent facilitators."  
- Teacher responses in evaluation forms





# PROGRAM EVALUATION: CREATING GAME CHANGERS

90%

**of participants felt their facilitators/coaches were skilled, knowledgeable and engaging**

"CC helps me be a good coach and deal with kids. The facilitators are very friendly and know how to teach us in good ways."  
- Student response in evaluation forms

85%

**of participants said the program is relevant to them and helped to do their study better.**

"Good experience to learn how to work with others and be as patient as possible."  
"Creating Chances is the best program for me I never been before in this program and for me it is more then program I wish they can run this for the next year too."  
- Student responses in evaluation forms

90%

**of participants mentioned the Creating Game Changers program is recommendable to others**

"The program was very nice and good to connect with different people."  
"Should not only be for kids but for teenagers too."  
- Student responses in evaluation forms

100%

**of the responding teachers mentioned the Game Changers program has made a positive impact on their students self-confidence, peer-relationships and public speaking abilities**

"I thought the program was extremely beneficial for own students and it was excellent being a part of it."  
"Students work amazing with facilitators and build on their communication skills and team work."  
- Teacher responses in evaluation forms

100%

**of the teachers who participated in the survey mentioned that they were very much satisfied with the program. 75% of them scored the program as highly recommendable to others**

The facilitators were excellent with the boys. They continued to develop relationships with the students. The junior students especially, they were always asking whether sessions were on and looking forward to the session.  
- Student responses in evaluation forms



# THANKS TO OUR PARTNERS, FUNDERS AND DONORS



**UNSW**  
SYDNEY

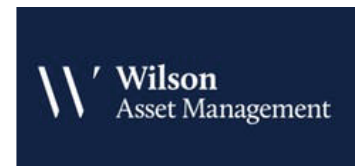


**NSW**  
GOVERNMENT

Education



**CITY OF  
PARRAMATTA**



D & J Scheinberg









## CORE PARTNERS



UNSW  
SYDNEY



## CONTACT US

**FIND OUT MORE ABOUT HOW CHAMPIONS ARE MADE WITH CREATING CHANCES:**

**1300 298 528**

**info@creatingchances.org.au**  
**creatingchances.org.au**

**PO Box 144 Manly NSW 1655**

FIND US

