



Do good, better.

Howard League Driver Licence Program

Impact Lab GoodMeasure Report
April 2020

Impact Lab GoodMeasure Report

Wellington, New Zealand

Prepared for New Zealand
Howard League

April 2020

ACKNOWLEDGEMENTS

We would like to thank Mike Williams and the Howard League team who contributed to the preparation of this report by sharing their values, processes, evidence and experiences with us.



Simplifying social impact measurement

I had the privilege in public life to work with people who understood the need for positive change in the lives of those around them and worked hard to achieve it.

Our social services do a tremendous job of bringing positive change to our most deserving individuals and communities. These organisations are built by volunteers and community workers who dedicate their lives to helping others.

Social service workers can see the positive impact of their work. Children thriving, families united, jobseekers in new employment and people empowered to change their life course.

With more tools they could do more good. I want to help them by finding ways to make sure that effort is recognised, results are measurable and they can make decisions about how to do more good.

Impact Lab grew from a desire to make available to community organisations tools that use the power of public information and the latest technology, so these organisations can change more lives.

By measuring social change and positive outcomes, Impact Lab enables charities and social service providers to speak the language of funders, investors and governments.

It has been a pleasure to work with Howard League to learn how this organisation changes lives in our community.

Calculating social value helps inform decision making and investment and enables you to do good, better.

Thank you for joining us on this journey.

A handwritten signature in black ink, which appears to read 'Bill English'.

Sir Bill English
Impact Lab Chairman

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Who we are

The team at Impact Lab share the goal of helping all organisations do good, better.

Our story

Our team at Impact Lab has seen the power of understanding social change. Our founders came together working in the public sector, where we led the development of new processes to link social value measurement with decision making. We believe that all organisations should be able to understand and improve their social impact. Our mission is to help impact creators and investors make decisions that change more lives.

Our team

To make better decisions, it's crucial to consider both the hard facts and the human stories that substantiate them. Our family of researchers, data scientists and statisticians are committed to combining powerful analytics with what you know works for your community.

Alongside expertise in data-driven decision making, our team brings a wealth of real-world experience. We are parents, teachers, volunteers and customers of social services.

Our partners

Impact Lab is proud to be partnering with trust company Perpetual Guardian. Together we are using GoodMeasure to improve strategic grantmaking and support collaboration with grantees by applying a consistent measurement framework.

"The strength of Impact Lab is a real depth of experience in a public policy context. They understand what evidence would be helpful to enable us to make decisions for the future"

- Debbie Sorenson, CEO, Pasifika Futures



@impactlabnz



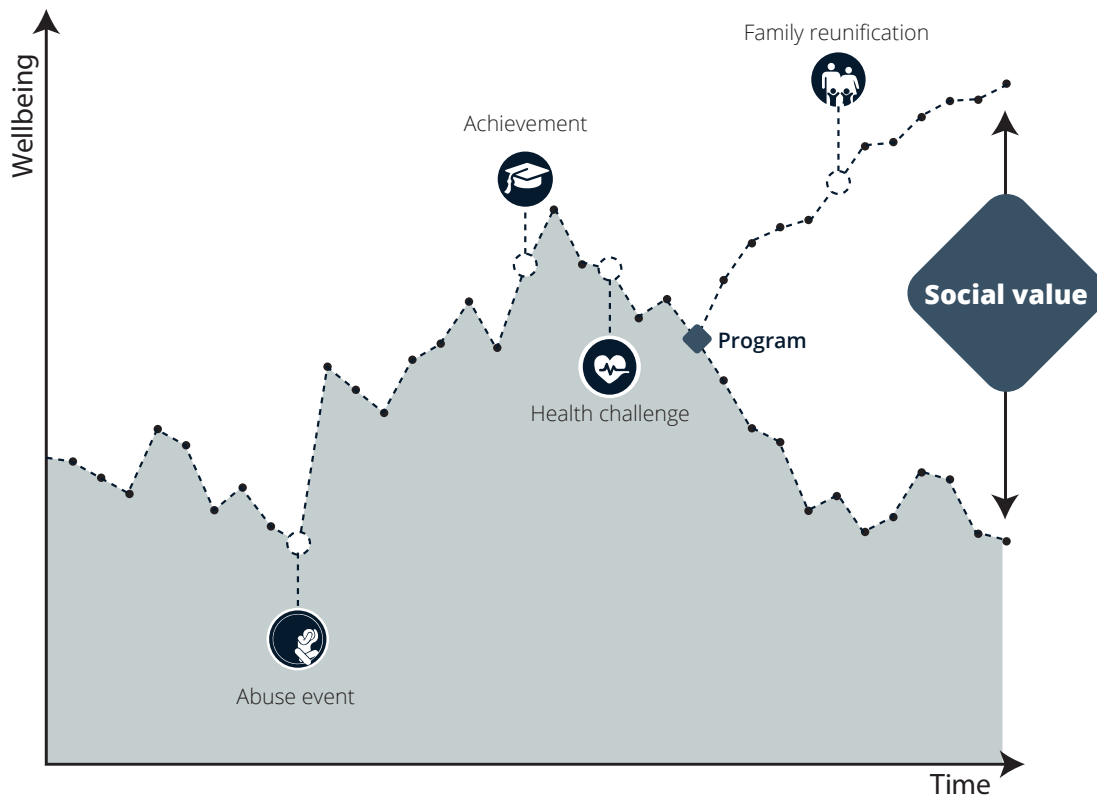
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Understanding social value

Social value is the social impact in dollar terms that a program achieves for participants over their lifetime.

Throughout our lives, different events occur which impact our overall wellbeing trajectory. Impact Lab measures the impact on an individual's wellbeing across multiple domains when they're supported by a program to make positive changes in their life.

We measure this impact in terms of both positive benefits (such as increased income) and avoided costs to government.

To calculate social value, we combine these impact values with

- ◆ Evidence from global literature about how effective a program can be,
- ◆ The size of the opportunity for the people an organisation serves to achieve more positive outcomes,
- ◆ The number of people supported.

By combining these inputs, the social value calculation helps us understand how a program or intervention helps change lives for the better. We combine the social value with cost information to calculate a program's social return on investment.

How we measure social value

Our consistent approach to measurement enables comparisons across wellbeing domains and over time.

Map program dimensions

Impact Lab engages with providers to understand their people, their service and the outcomes they seek to achieve.

Clean and analyse data

Impact Lab uses the best of data about people’s lives to understand what works, for whom, at what cost. We combine publicly available insights from the NZ Treasury, NZ Statistics and other sources. Impact values produced using Statistics NZ’s Integrated Data Infrastructure are a particularly valuable resource. The IDI is a dataset containing information on every New Zealander about many areas of their lives – education, health, social welfare, employment and others. It’s anonymised, so we can’t identify anyone. This adds up to over 166 billion facts, for nine million New Zealanders (some have left the country, and some have passed on), for more than a generation of us.



Collect and synthesize literature

Impact Lab draws on the best academic impact literature from around the world. We access globally screened evidence from top universities and governments to estimate how impactful a program can be. We also identify service delivery model features associated with the most effective programs.

Calculate impact

Our algorithm combines New Zealanders’ life experiences, with the wisdom about what works from the brightest minds across the world, with what we know about need in communities.

This combination of system level insights and grassroots know-how means we can consistently calculate the expected impact of a program, and the social return on investment.

Map social value to frameworks

Because we start with individuals’ experience, we can organise our insights into the relevant government and international frameworks. The Living Standards Framework is the New Zealand Treasury’s way of systematising wellbeing. It has four ‘capitals’ – social capital, financial and physical capital, human capital and natural capital. Impact Lab’s GoodMeasure tool links the social value and return on investment created to domains within human capital.

We can also map social value and return on investment to the relevant OECD Sustainable Development Goals.



Range
1416 participants
(Data for 2018/19)

Licences achieved



14

provincial locations
around New Zealand



Howard League's people

Howard League supports young offenders to gain their Driver Licence, increasing their employability and social connectivity.

These are young people that may have been jailed for traffic offenses and will certainly face social disadvantage and barriers to employability because of their lack of a Driver Licence.

A Driver Licence is a key form of personal identification. A licence is critical for opening a bank account, signing up for a rental property, and for any other situation where ID is needed.

80% of jobs in New Zealand require some form of Driver Licence. Not holding a valid Driver Licence puts vulnerable communities of ex-offenders at increased risk of re-offending and creates employment barriers for people who are already faced with the stigma of criminal offences.

Howard League works with young offenders to facilitate driver education and licensing, increasing the chance that they will successfully integrate into their community upon release

The change journey

Howard League provides Driver Licence Program participants with as much personalized instruction as they need to get their full Driver Licence.

Driving instruction	Removing barriers to obtaining a licence
<p>Howard League receives referrals from probation officers.</p> <p>Participants are given free one on one driving lessons by a licenced instructor, in a Howard League-provided vehicle.</p> <p>Instructors assess participant needs and provide them with the support required to obtain their learners', restricted and/or full Driver Licence.</p> <p>General resources are made available for participants like apps, puzzles and online webinars as needed or preferred.</p> <p>The program operates in provincial locations nationwide, in Whangarei, Kaitaia, Kaikohe, Hawkes Bay, Bay of Plenty, Auckland, Tairāwhiti, West Coast, Hamilton, Tauranga, Rotorua, Palmerston North and Whanganui.</p> <p>Instructors attend driving instruction school and shadow an experienced instructor before starting to instruct participants.</p>	<p>Where necessary Howard League:</p> <ul style="list-style-type: none">◆ Gets participants' original ID such as birth certificates so they are eligible to sit Driver Licence tests;◆ Helps with literacy so participants can successfully pass written tests; and◆ Gives participants a take-home homework book they can study in order to pass their driver licence tests. <p>Howard League helps participants pay their licensing fees.</p>



Outcomes map

The outcomes Howard League aims to achieve, and how these are reflected in the GoodMeasure calculation.

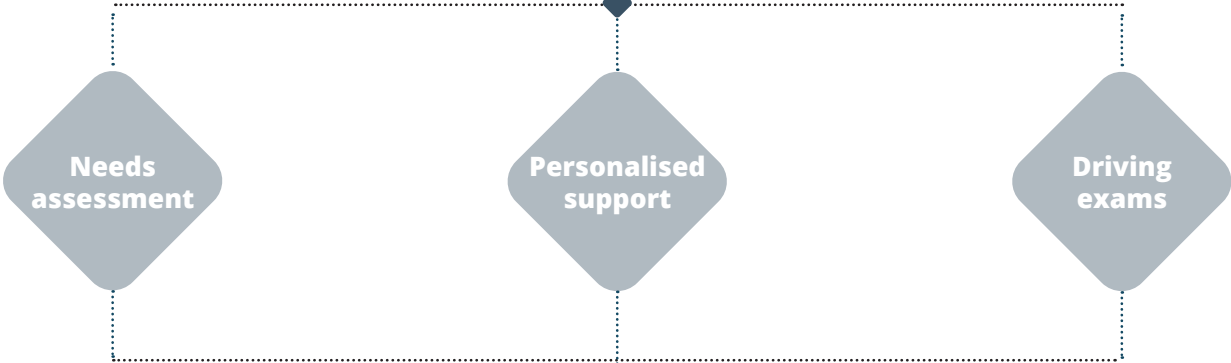
Referral channel

Applicant's probation officer

Howard League Clients

Young offenders seeking reintegration into the community

Intervention structure



GoodMeasure outcomes

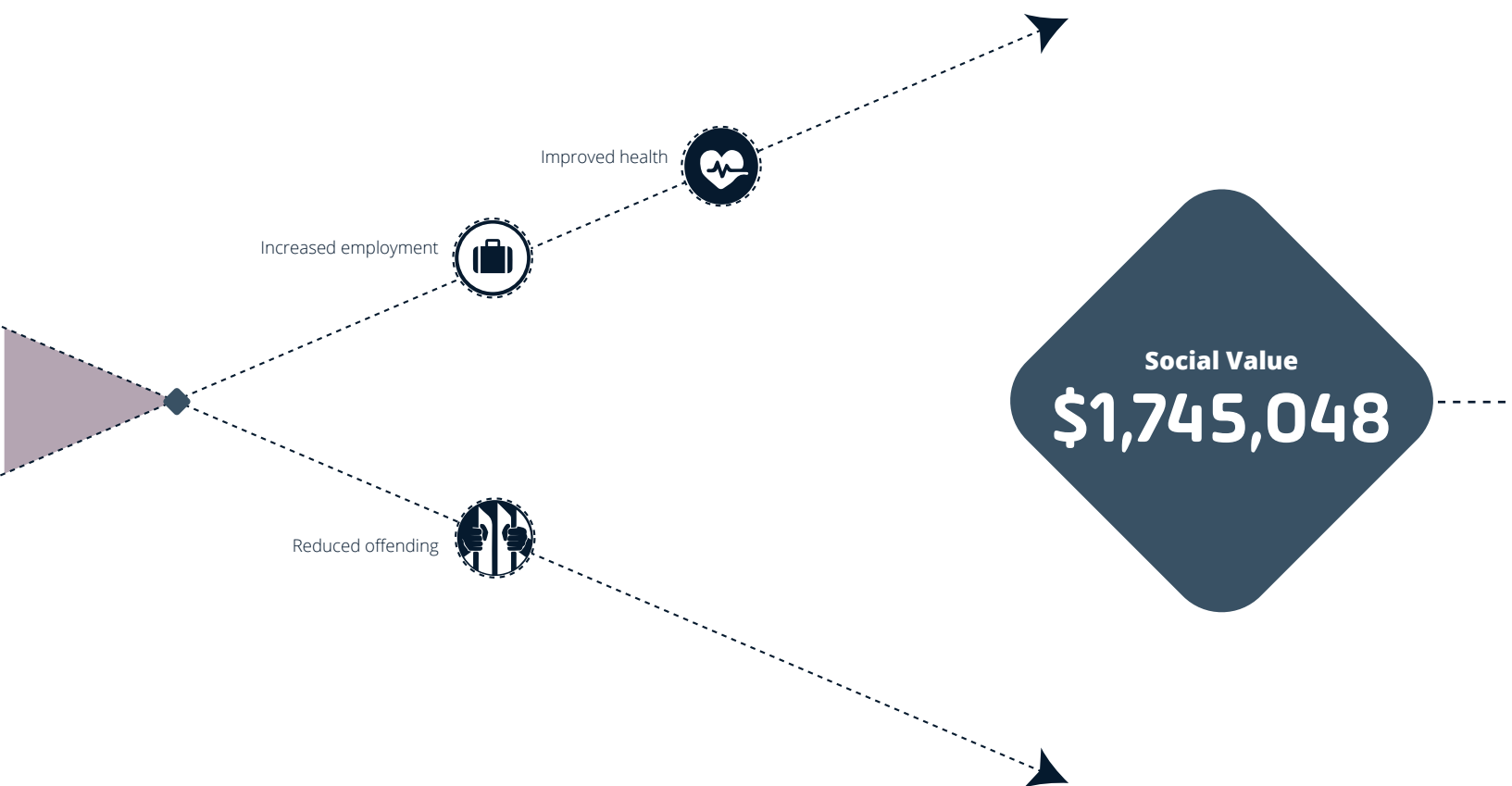
Additional outcomes

<i>These outcomes directly contribute to this year's social value calculations.</i>	<i>These outcomes do not directly contribute to this year's social value calculations.</i>
Increased employment	Improved road safety
Reduction in offending	
Improved health	

GoodMeasure results summary

Every year, Howard League delivers \$1,745,048 of measurable good to New Zealand society.

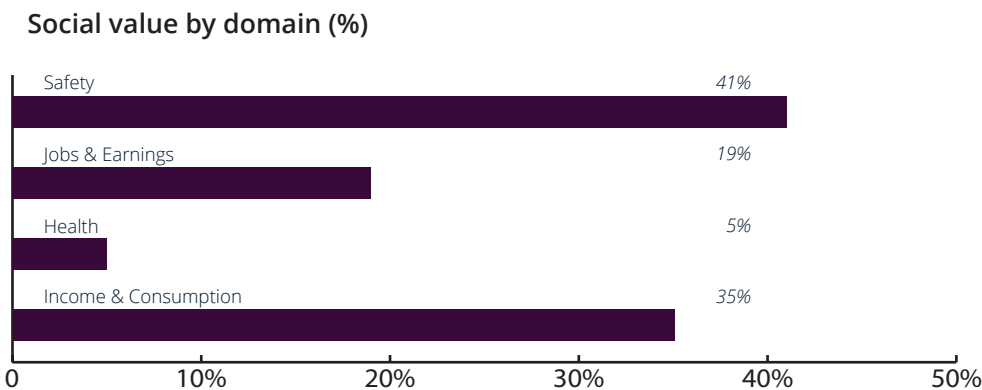
Howard League’s real world value is even greater than this, as some outcomes cannot yet be directly quantified with available data.



Social value breakdown

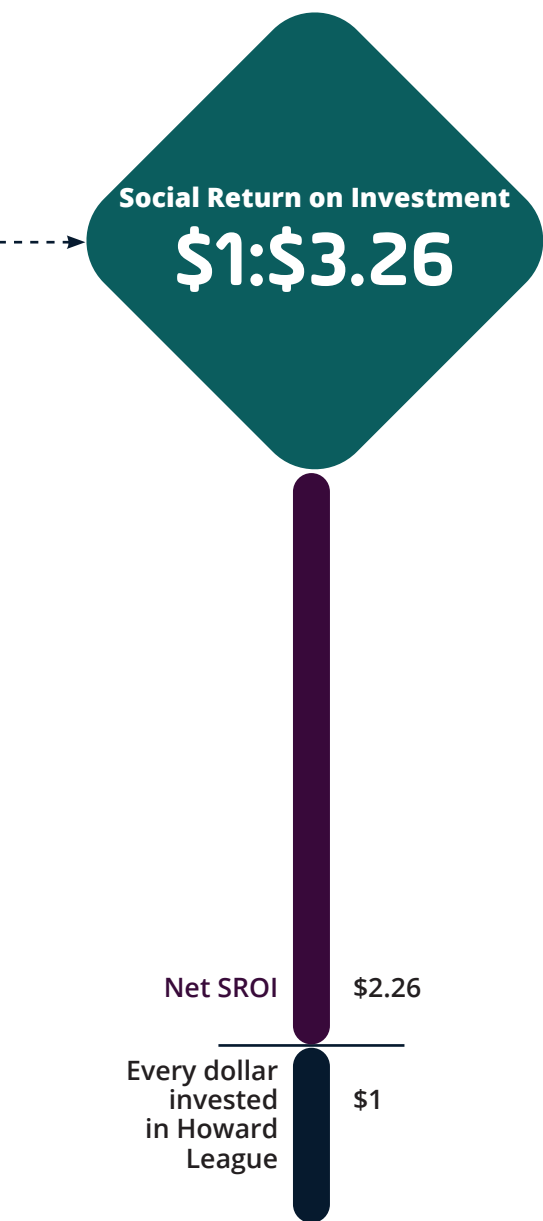
Howard League creates social value across different aspects of people’s lives.

This chart shows the breakdown of social value created according to the NZ Treasury Living Standards Framework. Each domain highlights a different aspect of wellbeing.



When we take into account the operating costs of the Driver Licence Program, we can calculate the social return on investment that is generated for every dollar that is invested in the program.

Social value generated for each successful participant:	\$4,509
Measurable benefits as proportion of program cost:	326%
Cost of the program per participant:	\$1,381



This means that every dollar invested in Howard League delivers \$3.26 of measurable good to New Zealand.

The Living Standards Framework is a practical application of national and international research around measuring wellbeing.

It was designed drawing from the Organisation for Economic Co-operation and Development's (OECD) internationally recognised approach, in consultation with domestic and international experts, and the NZ public.

Definitions

Jobs and Earnings: Freedom from unemployment

Income and Consumption: People's disposable income

Safety: People's safety and security and freedom from risk of harm

Health: People's mental and physical health

GoodFeatures

GoodFeatures is a tool that allows service providers to compare the features of their unique service offerings to the features of effective practice in comparable programs identified in international academic literature.

Course structure

- ◆ The program uses a graduated driver licence course structure, which significantly reduces fatalities for persons 16 and under.

The program involves parents and caregivers, which increases compliance with licensing requirements.

Individual customer focus

- ◆ The program allocates enough time for students to learn, which enables them to quickly get their licence.

The program incorporates input from participants, including young participants, on what assistance they need to achieve their licence.

The program flexibly meets the individual needs of participants.

The program builds on existing skills and road safety education.

The program considers each driver's motives, attitudes, personalities and decisions. Instructors use these insights to assist a participant to pass their licence examination.

Instructor quality

- ◆ The program has a focus on continuous improvement, with clear goals and objectives using trainers who are fit for purpose.

Instructors are responsive to the needs and realities of young people.

Instructors are appropriately qualified, supporting participants to develop skills which decrease, rather than increase their risk taking.

Safety focus

- ◆ The program requires that participants remain violation- and crash-free from completion of their course prior to sitting for their licence.

References and further reading

In compiling our reading lists we consider a wide variety of topics, focussing on specific aspects of service delivery or outcome attainment. Here are a selection of readings that may be of interest.

Brijs, T et al. "An Evaluation of Graduated Driver Licensing Programs in North America Using a Meta-Analytic Approach." *Accident Analysis and Prevention*, vol 41, 2009, 1104-1111

Loreno, Lawrence. "Trends in Driver Education and Training". *American Journal of Preventative Medicine*, vol 35, 2008, S316 – S323

Mohammad & Mohamed. "Reducing Recidivism Rates through Vocational Education and Training." *Procedia – Social and Sciences*, 204, 2015, 272-27

McCollister et al. "Is In-Prison Treatment Enough? A Cost-Effectiveness Analysis of Prison-Based Treatment and Aftercare Services for Substance-Abusing Offenders. *Law & Policy*, vol 25, 1, 2003, 1-82.

"Safer Young Drivers A Guide To Behavioural Best Practice Education"
National Road Safety Committee, 2008.

<https://www.aa.co.nz/about/safety-on-the-roads/safer-drivers/young-drivers/safer-young-drivers/>

Stafford, C. "Finding Work: How to Approach the Intersection of Prisoner Reentry, Employment and Recidivism". *Georgetown Journal on Poverty Law & Policy*, vol 13, 2, 2006, 261-281.

"The Teen Driver – Committee on Injury, Violence, and Poison Prevention and Committee on Adolescence". *Pediatrics*, 118, 2006, DOI:10.1542/peds.2006-2830

Williams, A, F. "Young driver risk factors: successful and unsuccessful approaches for dealing with them and an agenda for the future". *Injury Prevention*, 12, 2006, 14-18.



GoodMeasure

by ImpactLab

Whether you're funding change-making organisations or delivering the services that make a difference, GoodMeasure simplifies impact measurement so you can learn what works and make a bigger impact.

We take great pride in providing a research process that our customers can trust. GoodMeasure's power comes from calculations using multiple reputable data sources, including the Treasury Living Standards Framework for Wellbeing. GoodMeasure also uses the best of the worldwide evidence about what works. This includes published literature and evidence databases from world renowned academics and impact organisations.

Understanding social value

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Helping you do good, better.

Our team

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Sir Bill English
Impact Lab Chairman

GoodMeasure for Howard League

What does Howard League do?

Howard League's Driver Licence Program supports young offenders to gain their New Zealand Driver Licence, increasing their employability and social connectivity.

Whom does Howard League serve?

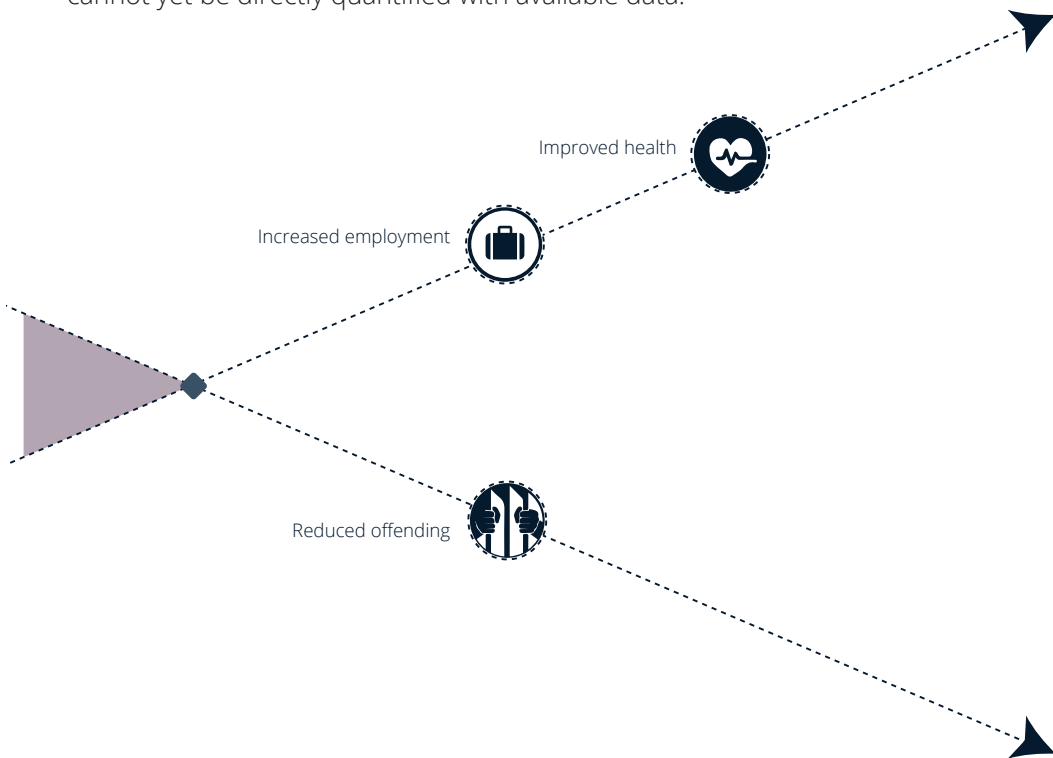
Howard League supports vulnerable communities of young offenders that may have been jailed for traffic offenses and will certainly face social disadvantage and barriers to employability because of their lack of a driver licence.

Howard League facilitates driver education and licensing; increasing the chance that young people will successfully reintegrate into their community upon release.

GoodMeasure results summary

Every year, Howard League delivers \$1,745,048 of measurable good to New Zealand society.

Howard League's real world value is even greater than this, as some outcomes cannot yet be directly quantified with available data.



GoodMeasure outcomes

These outcomes directly contribute to this year's social value calculations.

- Increased employment
- Reduction in offending
- Improved health

Additional outcomes

These outcomes do not directly contribute to this year's social value calculations

- Improved road safety

Howard League's impact



Social value definition

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Appendix

Below is a list of definitions of key terms contained in this report.

Amount invested

The dollar amount that has been invested in a specific program, in New Zealand dollars.

Cost per person

The dollar amount invested in the program divided by the number of people supported by the program (include those who did not successfully complete it).

Domain

A domain is a way of dividing or filtering the subject and outcome material in your Impact Lab results. Impact Lab refer to domains as per the New Zealand Treasury's living standards framework domains.

Population

The group of people supported by the program, in terms of age, gender, and ethnicity.

Programs

The services delivered by the provider for the amount invested.

Social Return on Investment

This is the Social Return on Investment. It is calculated by comparing the social value generated by the program to the amount invested in it.

Social Value

The social impact in dollar terms that the amount invested achieves for participants over their lifetime. The social value is calculated by combining impact values with a service delivery quality score, with the size of the opportunity to support a population, and the number of people supported.

Attribution

Some data and information used in the Social ROI calculations is licensed under a Creative Commons Attribution 4.0 International (CC BY 4.0) licence. It is attributed to the NZ Treasury.

Disclaimer

This disclaimer sets out important information about the scope of our (Impact Lab Limited) services. It should be read in conjunction with the contract that we have entered into with you (or your company/ organisation) for our services, including the applicable terms and conditions.

We have endeavoured to ensure that all material and information on GoodMeasure (including all ROI calculations and impact numbers) (together, the Information) is accurate and reliable. However, the information is based on various sources, including information that you have provided to us, which we do not independently verify. Accordingly, we do not provide any representations or warranties in relation to any information, including any representations or warranties relating to the accuracy, adequacy, availability or completeness of the information or that it is suitable for your intended use. We do not provide advice or make any recommendations in relation to decisions, financial or otherwise, that you may make.

