

Do good, better.



New Zealand Howard League

New Zealand Howard League Driving Programme

ImpactLab GoodMeasure Renewal Report

August 2024

ACKNOWLEDGEMENTS

We would like to thank Liz Street, Faber Edwards, Jenny Michie and the New Zealand Howard League team who contributed to the preparation of this report by sharing their values, processes, evidence and experience.

Enquiries to:
ImpactLab
187 Featherston Street
Wellington
info@impactlab.co.nz



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.

ImpactLab 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, ImpactLab enables charities and social service providers to speak the language of funders, investors and governments.

It has been a pleasure to work with New Zealand Howard League to learn how this organisation changes lives throughout New Zealand.

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

Thank you for joining us on this journey.

Sir Bill English
ImpactLab Chairman

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GoodMeasure Summary

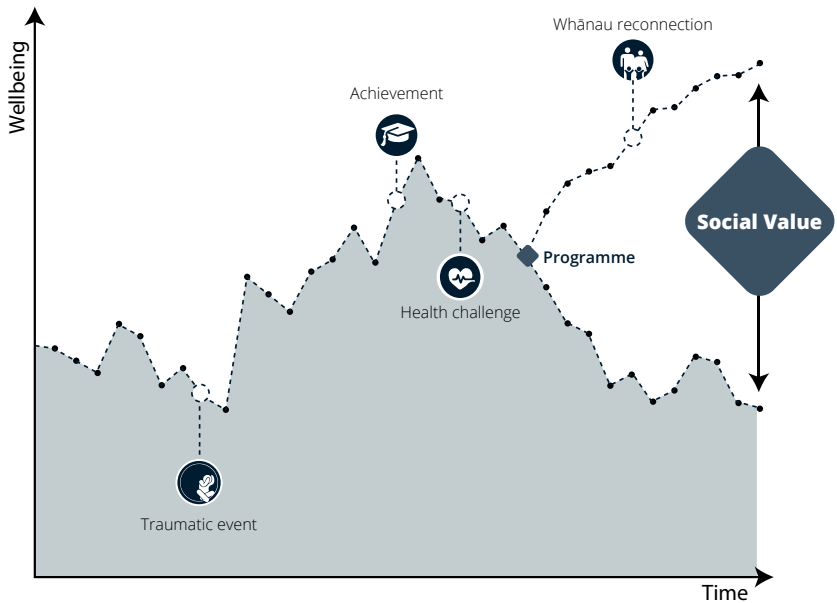
GoodMeasure connects decision makers with information they can act on to grow their social impact. It supports organisations to focus on investment that works for communities so that people can live the lives they choose.

Through the GoodMeasure journey ImpactLab supports our customers to understand their social value and empowers them to further understand their data, people and impact stories.

We use a standardised methodology that draws on publicly available data, academic research, and an organisation's own data, to estimate social value and a social return on investment (SROI).

Understanding social value

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



Throughout our lives, different events occur which impact our overall wellbeing trajectory. ImpactLab measures the impact on an individual's wellbeing across multiple domains when they're supported by a programme 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 programme 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 programme or intervention helps change lives for the better. We combine the social value with cost information to calculate a programme's social return on investment.

GoodMeasure Renewal for New Zealand Howard League Driving Programme

The New Zealand Howard League supports offenders to gain their driver licences, increasing their employability and social connectivity.

Who does New Zealand Howard League Driving Programme serve?

During the period in scope, Howard League supported 2,713 offenders towards obtaining their driver licence – creating safer, legal drivers.

What does New Zealand Howard League Driving Programme do?

The Howard League Driving Programme supports incarcerated individuals and ex-offenders by providing driver education and licensing, helping them reintegrate into society. Many participants, face social disadvantages and employment barriers due to lacking a driver licence. A licence serves as vital identification needed for accessing services like banking and housing. Furthermore, having a driver's license improves job opportunities for ex-offenders, reducing their risk of re-offending, as many jobs in New Zealand require a valid license.

What outcomes does New Zealand Howard League Driving Programme aim to create?



GoodMeasure outcomes

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

Increase drivers licensing
Increase employment
Reduce risky behaviour

Additional outcomes

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

Improved road safety

New Zealand Howard League's impact

Social Value
\$15,989,229

Social value definition

Social value generated for each participant	\$6,265
Measurable benefits as proportion of programme cost	560%
Cost of the programme per participant	\$1,060

When we take into account the operating costs of New Zealand Howard League Driving Programme, we can measure the social return on investment that is generated for every dollar in the programme.

Social Return on Investment

\$1:\$5.60

Every \$1 invested in NZ Howard League Driving Programme results in \$5.60 returned to NZ

(01 Apr 2022 – 31 Mar 2023)

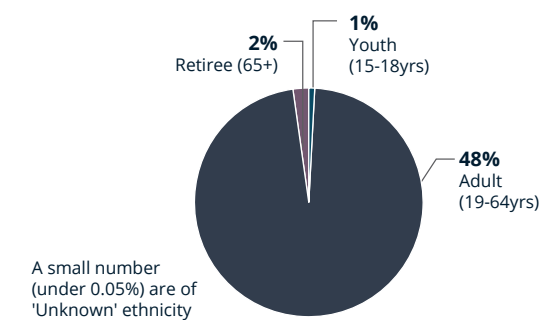


Period in scope
01 Apr 2022 – 31 Mar 2023

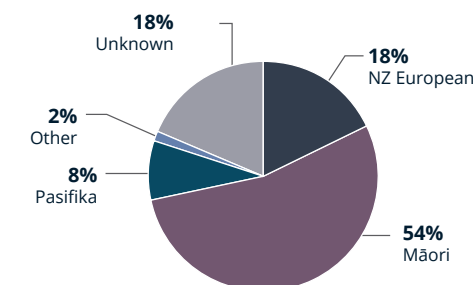
Participants

Participants	Total starting	Total successful engaging
Drivers Licence	2,516	2,355
Special Licence	197	197
Total	2,713	2,552

Age (at programme start)

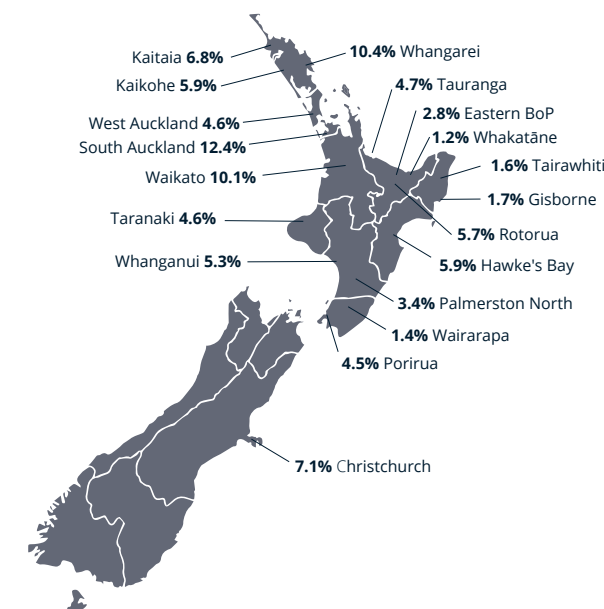


Ethnicity



Location

New Zealand



New Zealand Howard League Driving Programme's people

The New Zealand Howard League Driving Programme works with offenders to facilitate driver education and licensing, breaking down barriers and increasing the chance that they will successfully reintegrate into their community upon release.

The New Zealand Howard League Driving Programme supports offenders who are currently/previously in prison and will go on to 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 and lack of a licence, a key form of personal identification, 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.

New Zealand Howard League works with both incarcerated prisoners and ex-offenders to facilitate driver education and licensing, increasing the chance that prisoners will successfully reintegrate into their community when they are released.

The change journey

The New Zealand Howard League Driving programme provides participants with as much personalised instruction as they need to achieve their full driver licence.

Driving instruction

- Howard League receives referrals from probation officers.
- Participants are given free one on one driving lessons by a licenced instructor, in a Howard League-provided vehicle.
- Instructors assess participant needs and provide them with the support required to obtain their learners', restricted and/or full driver licence.
- General resources are made available for participants like apps, puzzles and online webinars as needed or preferred.
- 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.
- Instructors attend driving instruction school and shadow an experienced instructor before starting to instruct participants.

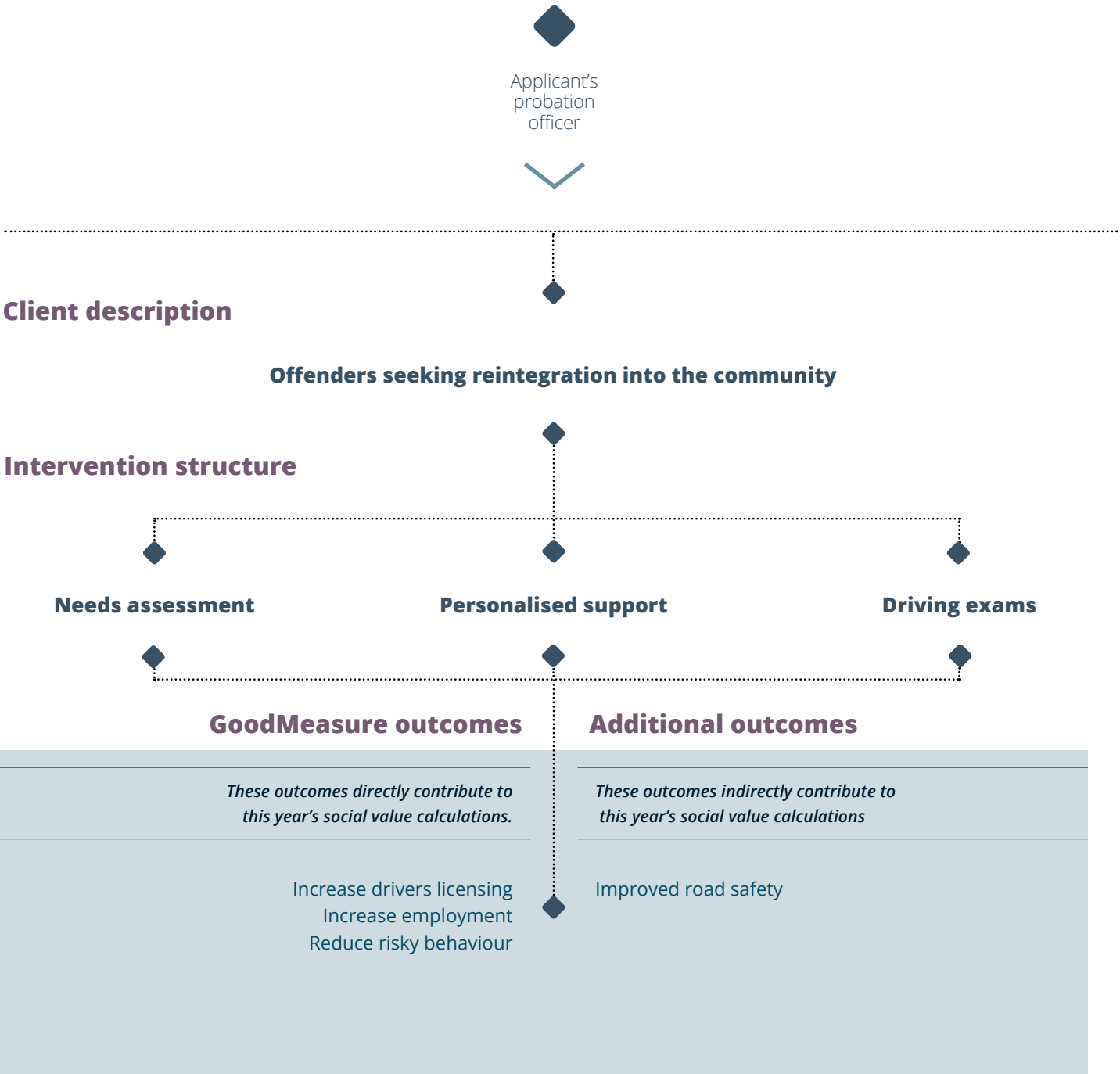
Removing barriers to obtaining a licence

- Where necessary Howard League,
- 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
 - It gives participants a take-home homework book so they can study in order to pass their driver's licence tests.
 - Howard League helps participants pay their licensing fees

Outcomes map

The outcomes that New Zealand Howard League Driving Programme aims to achieve and how these are reflected in the GoodMeasure calculation.

Referral channels



GoodMeasure results summary

In FY23, New Zealand Howard League delivers \$15,989,229 of measurable good to society in New Zealand.

New Zealand Howard Leagues Driving Programme real-world value is even greater than this, as some outcomes such as improved road safety cannot yet be directly quantified with available data.

When we consider the operating costs of New Zealand Howard League Driving Programme, we can measure the social return on investment that is generated for every dollar that is invested in the programme.

Social value generated for each participant:	\$6,265
Measurable benefits as proportion of programme cost:	560%
Cost of the programme per participant:	\$1,060

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.

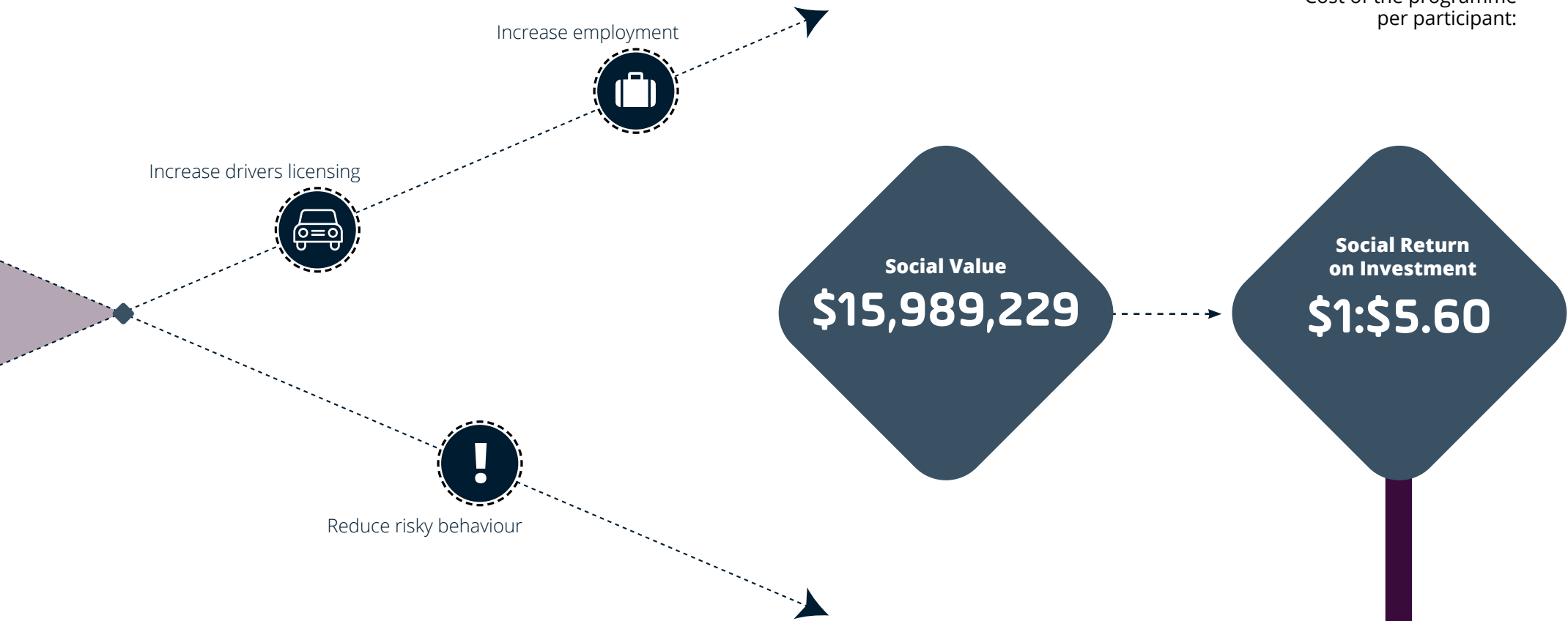
Definitions

Work, Care and Volunteering: People's contribution of goods and services for the benefit of others.

Income, Consumption and Wealth: People's disposable income and saving for future needs.

Health: People's mental and physical health.

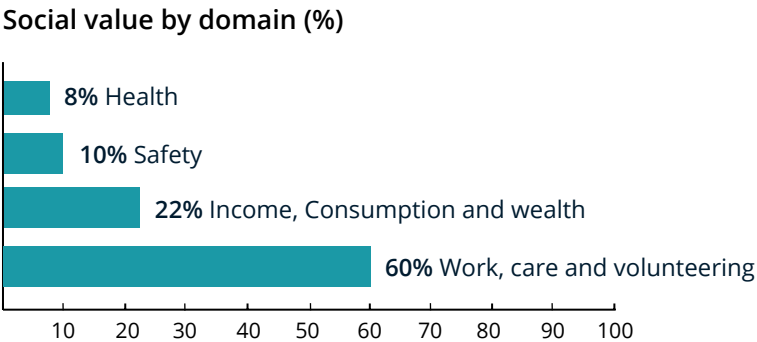
Safety: People's safety and security and freedom from risk of harm.



Social value breakdown

New Zealand Howard League Driving Programme creates social value across different aspects of people's lives.

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



This means that every dollar invested in New Zealand Howard League Driving Programme delivers \$5.60 of measurable good to New Zealand.

(01 Apr 2022 – 31 Mar 2023)

GoodMeasure trend analysis

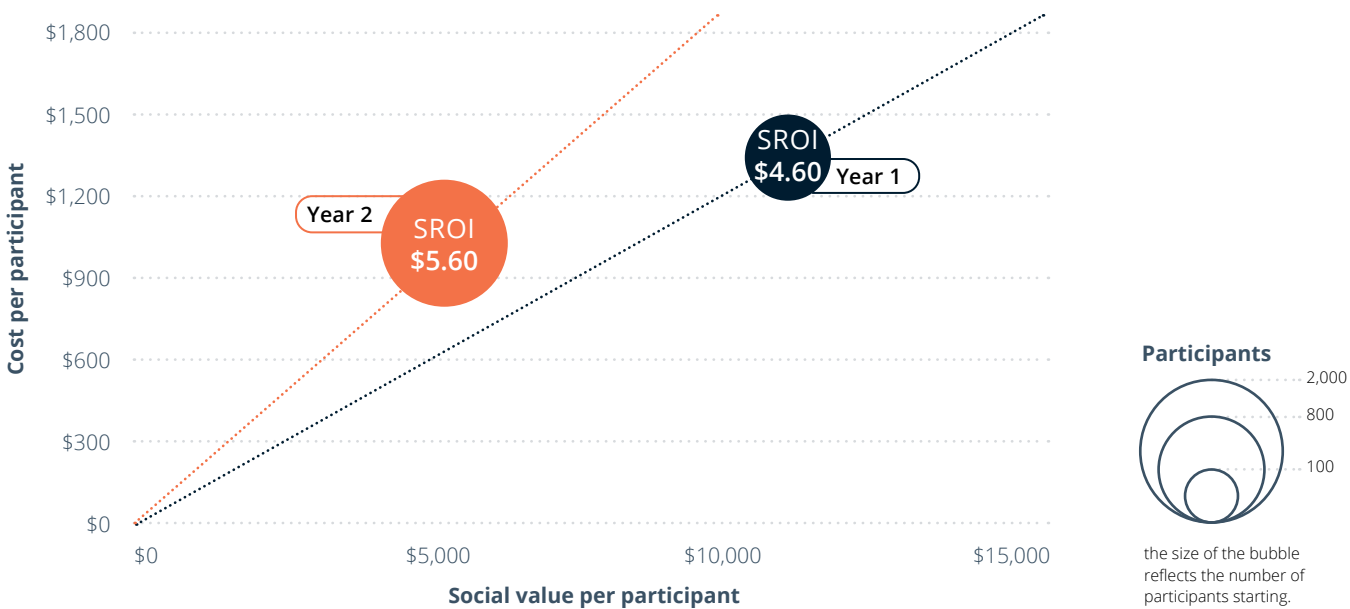
ImpactLab's methodology continues to improve over time and this can affect how social value metrics are calculated. Therefore, previous years' results are re-baselined to enable meaningful comparison against the current year's social value metrics.

The re-baselined figures show what the social value metrics of the FY22 GoodMeasure would have been if it was measured today.

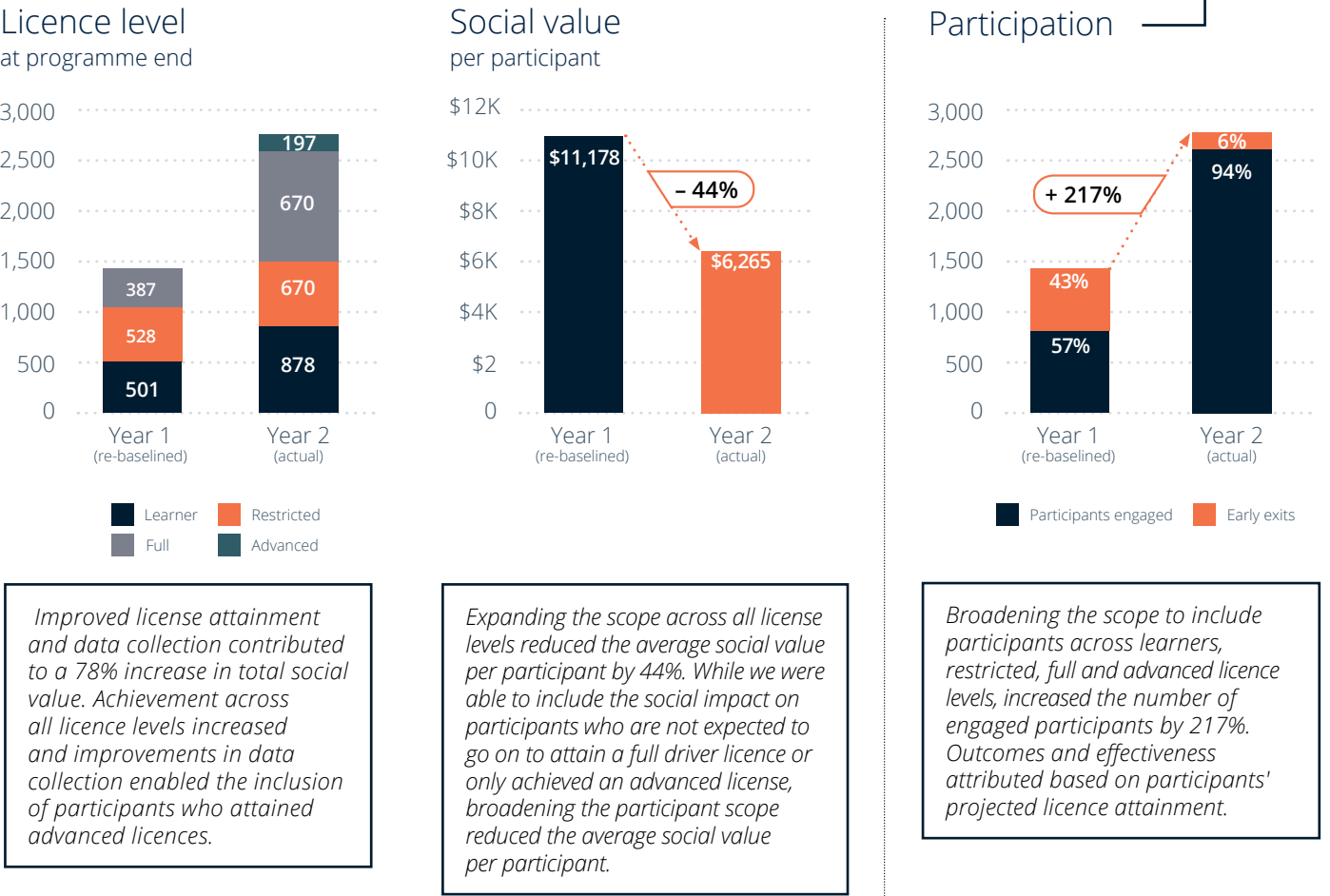
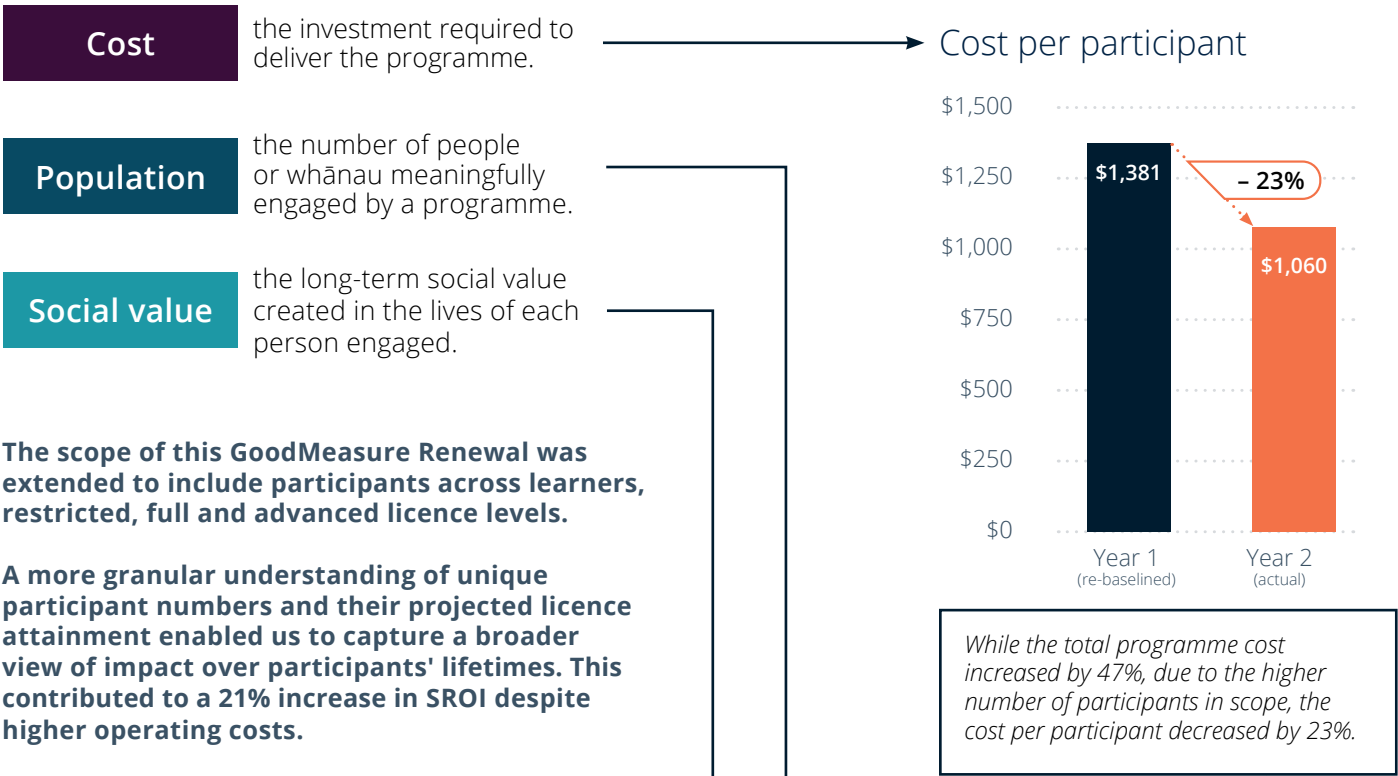
	Year 1 (Actual)	Year 1 (Re-baselined)	Year 2 (ReMeasure)	% Change
Total investment	\$534,602	\$1,956,059	\$2,875,403	+ 47%
Total social value	\$1,745,048	\$8,998,519	\$15,989,229	+ 78%
SROI	\$1:\$3.26	\$1:\$4.60	\$1:\$5.56	+ 21%
Cost per participant	\$1,381	\$1,381	\$1,060	- 23%
Social value per participant	\$4,509	\$11,178	\$6,265	- 44%

Cost and social value per participant

For New Zealand Howard League, the 21% increase in SROI from 1 July 2018 – 30 June 2019 to 1 April 2022 – 31 March 2023 was predominantly driven by the broader participant base and new data available on the attainment of advanced licences. This enabled a substantial increase in the programme's measurable social value, which offsets the moderately higher operating costs.



There are **three key drivers** of social return on investment:



GoodFeatures

GoodFeatures are actionable insights drawn from literature. Research has connected these actions with positive outcomes for participants.

Use GoodFeatures to prompt discussion about your programme and service delivery compared to examples of effective practice from international literature.

- ◆ Education and Safety

 - The programme emphasises the importance of defensive driving techniques, which focus on anticipating and avoiding potential hazards on the road. Drivers are trained to maintain a proactive mindset and prioritise safety at all times.
 - The programme provides optional follow-up services to ensure that participants maintain their driver's license and continue to drive safely, offering refresher courses and ongoing assistance as needed.
 - Participants are paired with mentors who provide guidance, encouragement, and practical tips for navigating the driver's licensing process.
 - The programme provides access to driver's license testing facilities and arranges for participants to take their driving tests, eliminating barriers to obtaining a license.
- ◆ Support Services and Accessibility

 - The programme offers flexible scheduling options to accommodate participants' work, family, and other commitments, allowing them to balance their driver's education with other responsibilities.
 - The programme incorporates input from participants as to what form of assistance they require to achieve their licence.
 - Financial assistance is available to cover the costs associated with obtaining a driver's license, including application fees, testing fees, and any required driving lessons.
 - The programme facilitates access to transitional vehicles or transportation alternatives to help participants fulfil driving practice requirements and maintain mobility during the licensing process.
- ◆ Inclusivity and Community Engagement

 - The programme adopts a culturally sensitive and inclusive approach, recognising and respecting the diverse backgrounds and needs of participants from various cultural and ethnic communities.
 - The programme employs skilled support workers who connect participants to services they need and want beyond drivers licensing such as, literacy and numeracy courses, mental health support or drug and alcohol counselling.
 - The programme incorporates input from participants as to what form of assistance they require to achieve their licence.

References and further reading

In compiling our reading lists we consider a wide variety of topics, focusing 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 Be Behavioural st 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.

Appendix

Note:
Data and percentages throughout this report may have been rounded.

About ImpactLab

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

Our story

Our team at ImpactLab 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.

Contact us

-  @impactlabnz
-  ImpactLab Ltd
-  @ImpactLabNZ
-  www.impactlab.co.nz
-  info@impactlab.co.nz

Key Terms

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

Amount invested	Programmes
The dollar amount that has been invested in a specific programme, in New Zealand dollars.	The services delivered by the provider for the amount invested.
Cost per person	Social ROI
The dollar amount invested in the programme divided by the number of people supported by the programme (including those who did not successfully complete it).	This is the Social Return on Investment. It is calculated by comparing the social value generated by the programme to the amount invested in it.
Domain	Social Value
A domain is a way of dividing or filtering the subject and outcome material in your ImpactLab results. ImpactLab refer to domains as per the New Zealand Treasury's Living Standards Framework domains.	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, the size of the opportunity to support a population, and the number of people supported.
Population	
The group of people supported by the programme, in terms of age, gender, and ethnicity.	

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 (ImpactLab 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.

How we measure social value

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



Map programme dimensions

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

Clean and analyse data

ImpactLab 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 synthesise literature

ImpactLab 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 programme can be. We also identify service delivery model features associated with the most effective programmes.

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 programme, 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 New Zealand Treasury’s Living Standards Framework (Living Standards Framework) is the Treasury’s way of systematising wellbeing. It has four ‘capitals’ – social capital, financial and physical capital, human capital and natural capital. ImpactLab’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.

