



Do good, better.

Te Whakaora Tangata

**Impact Lab GoodMeasure Report
June 2020**

ACKNOWLEDGEMENTS

We would like to thank the Te Whakaora Tangata staff in South Auckland who contributed to the preparation of this report by sharing their values, processes, evidence and experiences with our team.

Special thanks to Jenilee Reddy, Communications and Evaluations Manager, for assistance with coordinating data collection.



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 Te Whakaora Tangata to learn how this organisation changes lives in South Auckland.

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
Impact Lab Chairman

Contents

Who we are	3
Understanding social value?	4
How we measure social value	5
Te Whakaora Tangata's People	8
The change journey	9
Outcomes map	10
GoodMeasure results summary	11
GoodFeatures	13
References and further reading	14
Goodmeasure Summary	15
Appendix	17



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.

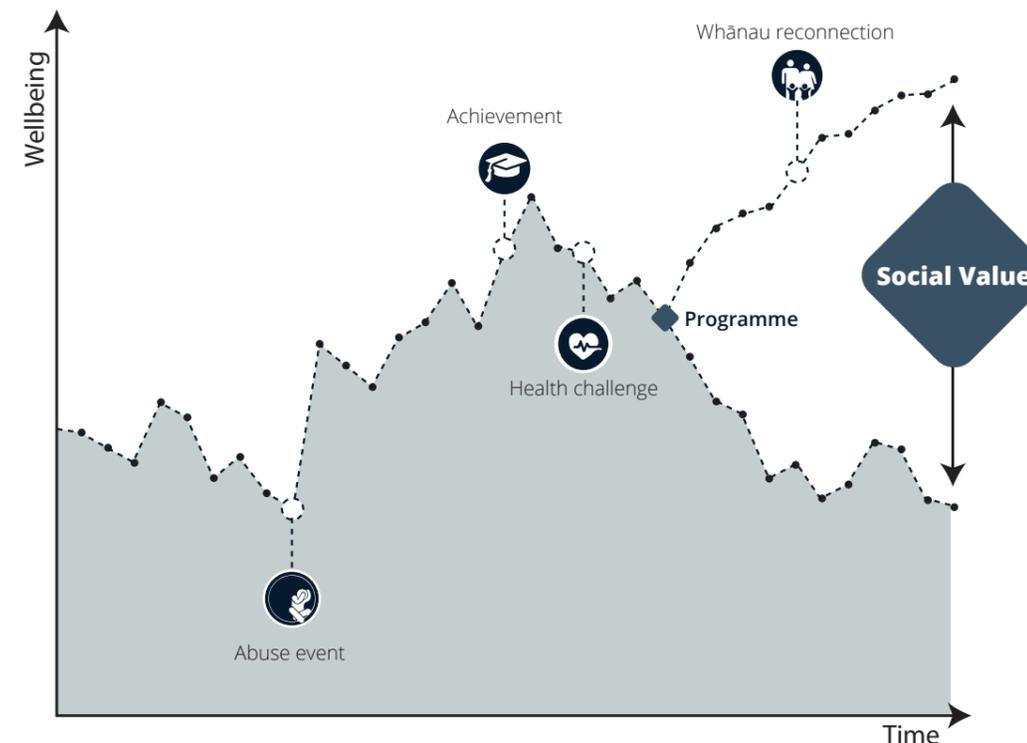
Our partners

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



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. Impact Lab 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.

How we measure social value

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

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

Calculate impact

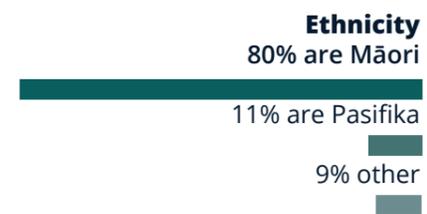
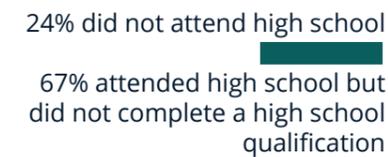
Our algorithm combines New Zealanders' life experiences, with the wisdom about what works from the brightest minds across the world, with what we know about need in communities. This combination of system level insights and grassroots know-how means we can consistently calculate the expected impact of 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 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
253 adults aged between 18-65
(Data for 2019/2020)



Location
Manurewa, South Auckland



Te Whakaora Tangata's People

Te Whakaora Tangata works to restore futures for vulnerable whanau, breaking the cycle of dysfunction for families who are desperately in need of a better future.

These are families overwhelmed by poverty, sexual abuse, gangs, drugs and violence. By fostering emotional resilience in high risk clients, the programme aims to see once-vulnerable families living well.

Clients referred to the programme have a desire to change and work on their relationships.

The programme centers on emotional healing and restoration, using a three-stage process to identify and address the root causes of dysfunction, fostering emotional resilience in clients.

This work is supported by a team of skilled community members who act as facilitators, whānau coaches and counsellors to individuals and families.

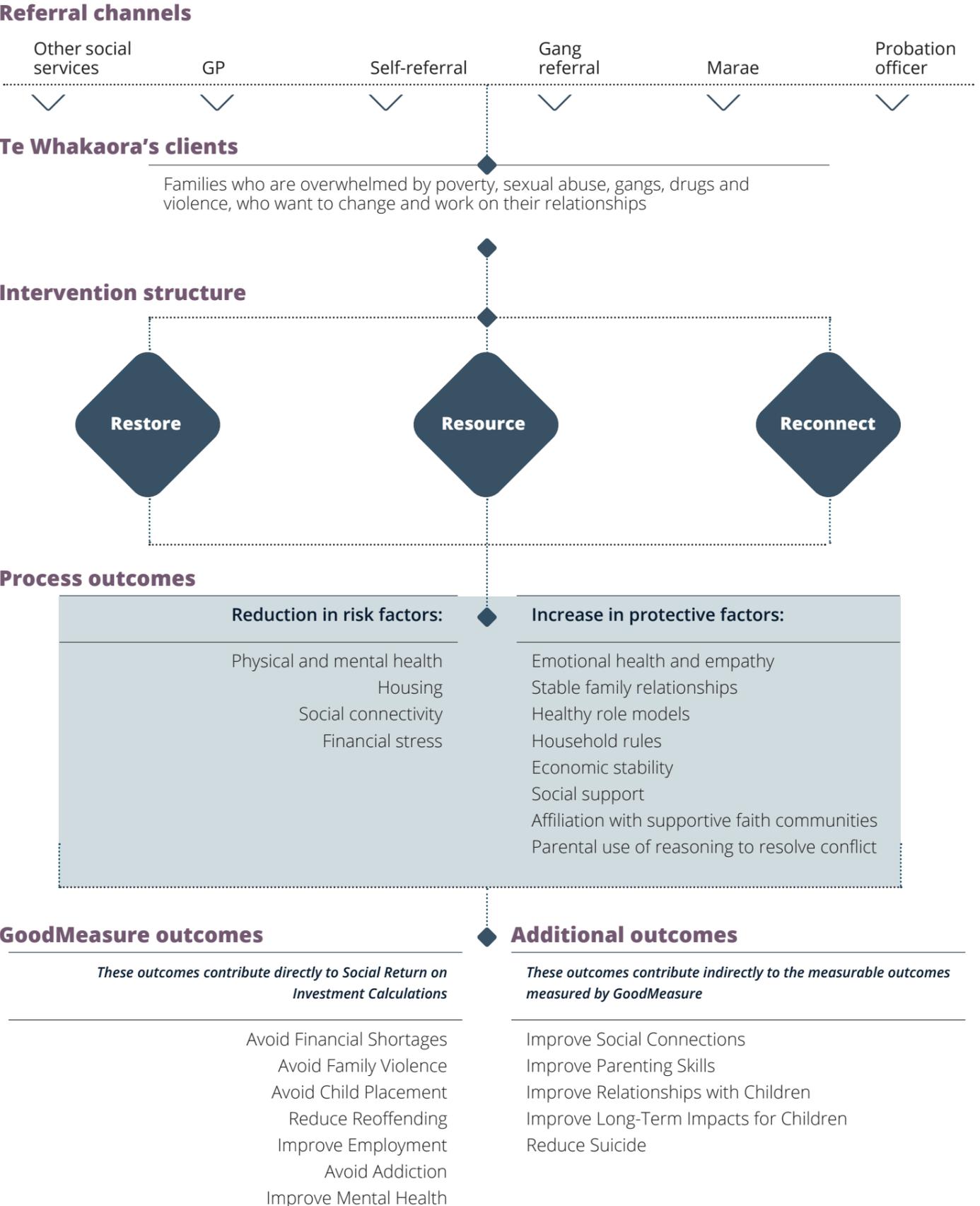
The change journey

Te Whakaora Tangata supports clients through a unique three-stage process over a two year period, dramatically increasing protective factors in the early years of a child's life

Restore	Resource	Reconnect
Emotional healing and family restoration	Empowering whānau with tools to live well	Opportunities to study, work, and give back to the community
Family restoration course	Whānau coaching	Education and employment
5 x 3 hour group sessions. 4 x courses per year with up to 30 clients (including couples) attending each course. Intensive individual one-on-one sessions are available for those who complete the course, are the highest risk and desperately want to turn their lives around. Regular follow-up visits and mentoring for individuals/couples for 3-6 months.	One-on-one in-home coaching for individuals, couple and clients. Addresses issues such as addiction, budgeting, home management, coping strategies and life skills. Offering advice of who to contact for families trying to find safe, affordable housing.	Assisting clients into legal sustainable employment, with mentoring support. Connecting clients with work training programmes and courses, with regular mentoring support. Helping clients engage with educational opportunities to gain qualifications and work experience. Supporting emerging Māori leaders from within the community through collaborative partnerships and employment – to effect long term change in the community.
Crisis intervention	Kia Kaha workshops	
24 hour in-home support for high-risk clients.	Group mentoring session offering support and advice around critical personal, relational and parenting issues.	

Outcomes Map

The outcomes that Te Whakaora Tangata aims to achieve and how these are reflected in the GoodMeasure calculation



GoodMeasure results summary

Every year, Te Whakaora Tangata delivers \$7,803,777 of measurable good to New Zealand society.

Te Whakaora Tangata's real world value is even greater than this, as some outcomes such as improved relationships and social connections cannot yet be directly quantified with available data.

When we take into account the operating costs of Te Whakaora Tangata, we can calculate the social return on investment that is generated for every dollar that is invested in the programme

Social value generated for each successful participant:	\$32,927
Measurable benefits as proportion of programme cost:	753%
Cost of the programme per participant:	\$4,098.49

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.

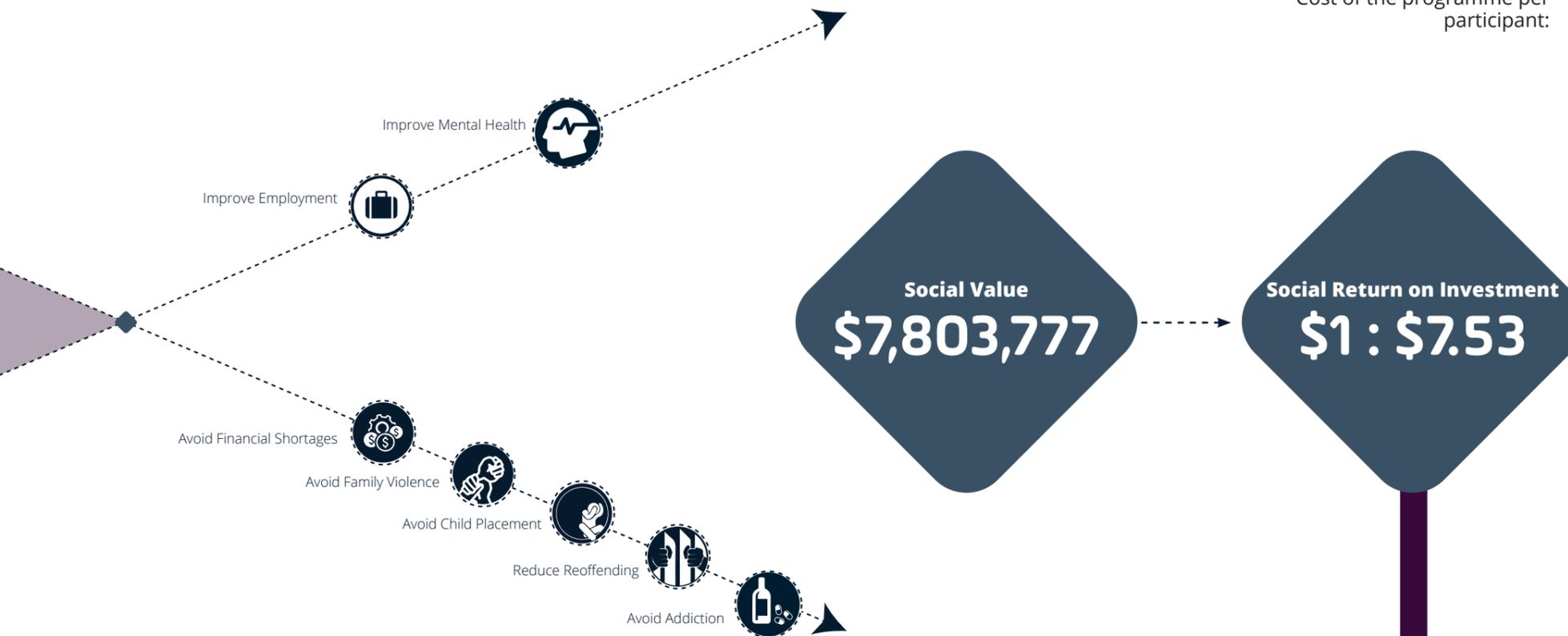
Definitions

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

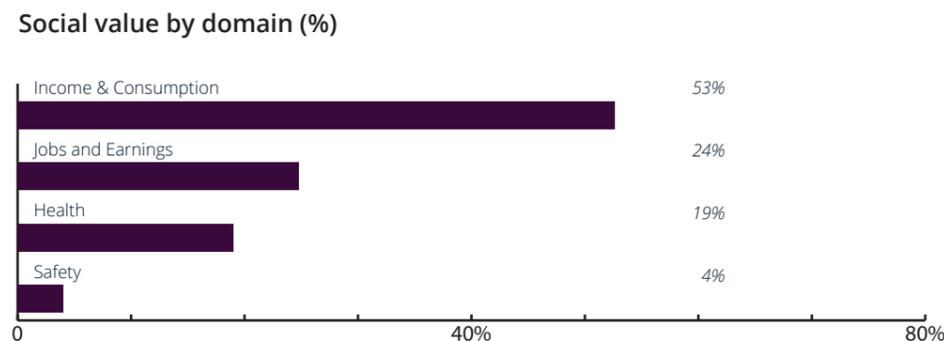
Health: People's mental and physical health



Social value breakdown

Te Whakaora 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.



This means that every dollar invested in Te Whakaora Tangata delivers \$7.53 of measurable good to New Zealand

(April 2019 - March 2020)

GoodFeatures

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

Cultural ◆ Programme is culturally responsive and reflects the needs of the community.

Cultural adaptation involves a planned, organised, iterative, and collaborative process that includes the participation of people from the targeted population for whom the adaptation is being developed.

Structure ◆ Programmes that target early intervention and focus on addressing risk and protective factors demonstrate greater potential benefits for participants.

Programme targets early intervention and focuses on addressing risk and protective factors.

Programme designs interventions with a strengths-based approach built on problem-solving, goal setting and cognitive behavioural techniques.

Programme includes home-based therapy, outside of a clinical setting, to help participants overcome shame, stigma and resistance.

Programme includes family therapy in the treatment of substance abuse.

Substance abuse programmes are interactive (i.e., emphasising exchange of ideas, teaching drug refusal skills and encouraging feedback and constructive criticism in a non-threatening environment).

Substance abuse programmes develop social connectivity and community engagement in order to create an identity for participants that goes beyond their addiction.

Focus ◆ Programme builds trust between facilitators and participants as a tool to monitor family violence.

Programme ensures physical and psychological safety of victims. Safety is a prerequisite for any other form of domestic violence intervention.

Programme considers participant's holistic environment and social world.

Programme enables participants to take responsibility for their own choices without creating a sense of shame. Communications that result in shame are liable to stop and even reverse the growth process in therapy.

Staffing ◆ Programme facilitators receive relevant training and coaching, including initial training as well as ongoing training, feedback and supervision. They receive encouragement and opportunities to put their learning into practice.

Programme recognises that relationships between facilitators and participants are a key determinant of a successful intervention. Programme management carefully allocates the necessary time for each caseload.

Substance abuse programmes include peer-led components.

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.

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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.

Contact us

 www.impactlab.co.nz

 info@impactlab.co.nz

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 Te Whakaora Tangata

Understanding Te Whakaora Tangata's Impact

Te Whakaora Tangata supports clients through a unique three-stage process over a two year period, dramatically increasing protective factors in the early years of a child's life.

What does Te Whakaora Tangata do?

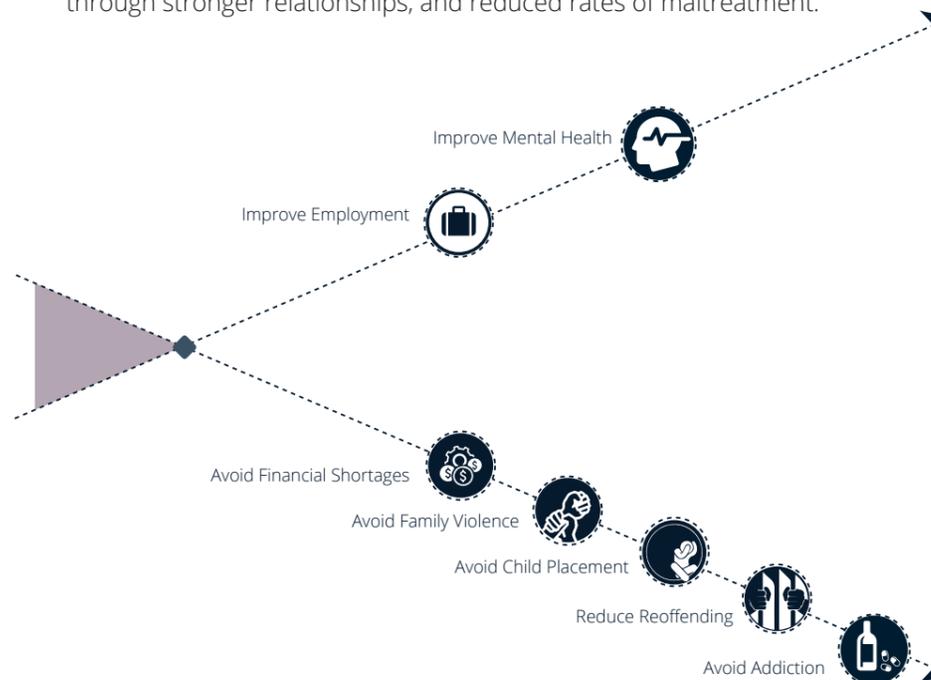
Te Whakaora Tangata breaks the cycle of dysfunction for families desperately needing a better future in high-risk communities.

Whom does Te Whakaora Tangata serve?

Te Whakaora Tangata works with families overwhelmed by poverty, sexual abuse, gangs, drugs, and violence. By fostering emotional resilience in high risk clients, the programme aims to see once-vulnerable families living well. The programme centers on emotional healing and restoration, using a three-stage process to identify and address the root causes of dysfunction, fostering emotional resilience in parents.

GoodMeasure Results Summary

Because of Te Whakaora Tangata's support, families experience increased financial stability, mental health and employment, and decreased rates of offending, addiction and family violence. Their children's wellbeing improves through stronger relationships, and reduced rates of maltreatment.



GoodMeasure outcomes

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

- Avoid Financial Shortages
- Avoid Family Violence
- Avoid Child Placement
- Reduce Reoffending
- Improve Employment
- Avoid Addiction
- Improve Mental Health

Additional outcomes

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

- Improve Social Connections
- Improve Parenting Skills
- Improve Relationships with Children
- Improve Long-Term Impacts for Children
- Reduce Suicide

Te Whakaora Tangata's impact

Social Value
\$7,803,777

Social value definition

Social value generated for each participant	\$32,927
Measurable benefits as proportion of programme cost	753%
Cost of the programme per participant	\$4,098.49

When we take into account the operating costs of Te Whakaora Tangata we can calculate the social return on investment expected for every dollar in the programme

Social Return on Investment
\$1:\$7.53

Every \$1 invested in Te Whakaroa Tangata results in \$7.53 returned to NZ
(April 2019-March 2020)

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 programme, in New Zealand dollars.

Cost per person

The dollar amount invested in the programme divided by the number of people supported by the programme (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 programme, in terms of age, gender, and ethnicity.

Programmes

The services delivered by the provider for the amount invested.

Social ROI

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.

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) license. 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.

www.tewhakaora.org.nz

Tel 09 269 4083, info@tewhakaora.org.nz
117 Finalyson Ave, Manurewa, Auckland
PO Box 88054, Clendon Mall, Auckland, 2242