

Do good, better.



MTFJ
MAYORS TASKFORCE FOR JOBS

Mayors Taskforce for Jobs
Community Recovery Programme
ImpactLab GoodMeasure Report
October 2022

ImpactLab
GoodMeasure Report

Wellington, New Zealand

Prepared for:
Mayors Taskforce for Jobs

October 2022

ACKNOWLEDGEMENTS

We would like to thank Emma, Thomas and the Mayors Taskforce for Jobs 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 Mayors Taskforce for Jobs 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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Who we are

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.

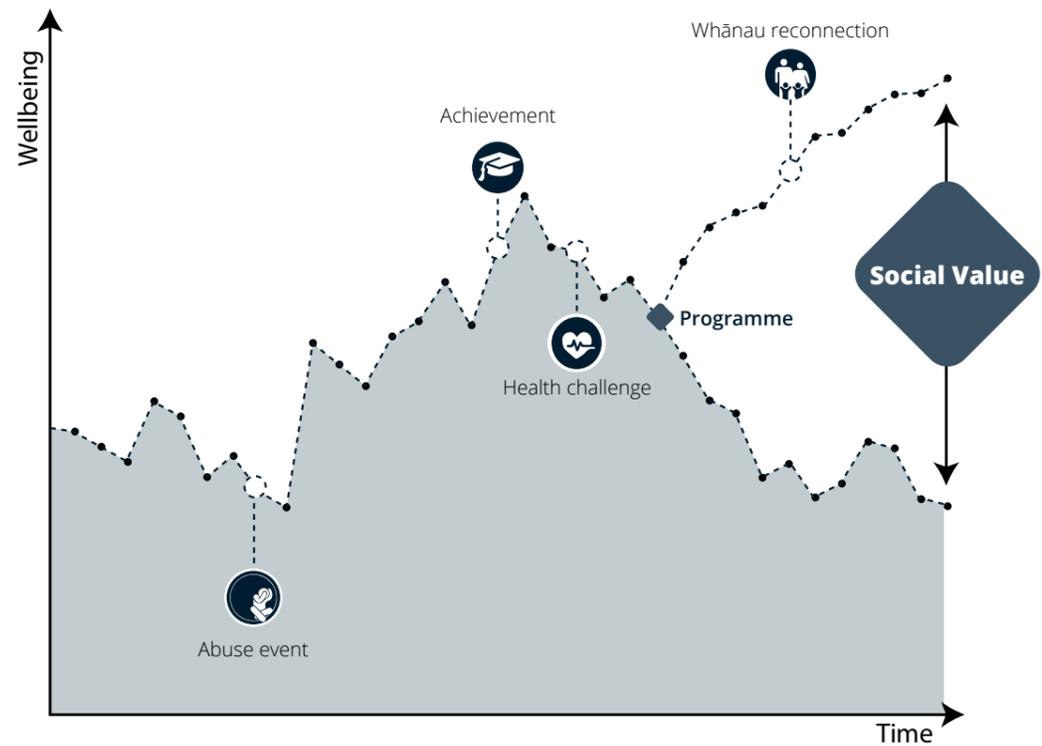
Our partners

ImpactLab 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 ImpactLab 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. 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.

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.



Period in scope
Jul 1st 2021 – Jun 31st 2022

Mayors Taskforce for Jobs' people

The Mayors Taskforce for Jobs (MTFJ) Community Recovery programme (CRP) is a nation-wide network of New Zealand Mayors, and their respective councils, working together towards the vision of rural NEETs, and other unemployed peoples, being engaged in appropriate education, training, work, or other positive activities in their communities. This initiative is in partnership with the Ministry of Social Development

CRP participants tend to display lower educational and employment attainment, and NEETs and young people in rural New Zealand often face exacerbated challenges when entering into the labour force compared to students from larger cities. These challenges include a lack of access to skill development pathways, driver licensing and testing facilities and a lack of access to employers. Covid displaced participants are also a high need population who are experiencing hardship due to the current (2021/22) economic impacts of covid-19. The MTFJ community recovery programme aims to facilitate sustainable employment for 1,450 NEETs, disabled, youth and covid displaced per year across these communities.

The community recovery programme provides wraparound support to participants to develop their capacity for work, address mental and emotional barriers to employment and high self-efficacy, and connect them with employment and skill development opportunities. Co-ordinators and mentors guide participants through various personal development processes such as drivers licensing, skills training, and connecting them with local businesses. Through trusting relationships participants are empowered to gain valuable skills and match with work that improves their personal life trajectory. Each council has a localised programme, which is unique to their own challenges and key industries ensuring a beneficial fit for participants, and local business alike.

The Recovery programme engages rural participants to have higher educational and employment attainment, re-directing them from negative pathways. It improves their skills and opportunity to gain sustainable employment, develop better personal habits and finances, and positively contribute to the communities where they live.

Note: we are looking at 6 district councils to model an aggregated view of the MTFJ impact across the country as a representative sample. Therefore, this is a high-level overview of the individual districts with unique data utilised where applicable below to each region.

Participants

Define participants	Description	# starting and engaging
All (always complete)	All participants	561
Youth	Youth engaged in MTFJ's community recovery programme	132
Neets	NEETS engaged in MTFJ's community recovery programme.	133
Covid Displaced	Covid displaced individuals (those who have lost employment due to Covid-19) engaged in MTFJ's Community recovery programme.	86
Disability	Disability engaged in MTFJ's community recovery programme	30
Employment (other)	Participants who do not fit in the MSD reporting above but become full time employed.	129
Employment PT/casual	Participants who do not fit in the MSD reporting above but become part time or casually employed.	51
Drivers licensing	Participants who receive drivers licensing training	51
Educational attainment	Participants who receive education and training	45

Location New Zealand



The change journey

MTFJ community recovery programme engages participants to develop their ability to find and maintain sustainable employment and positively contribute to their communities.

Engagement

The MTFJ co-ordinators promote employment and education opportunities through various means i.e., Mobile employment hub (Central Hawkes Bay), local coms strategies, job boards, events etc.

Participants are self-referred, referred by MSD or other organisations, and referred by local colleges or businesses.

Participants fill out an onboarding form which collects key information for the MTFJ team to review.

Participant mentors meet with the Participants to establish a relationship, build trust, and assess their needs on an individualised basis.

Once participants are assessed and deemed work ready, they are connected with suitable employment opportunities or in appropriate education, training, or other positive activities in their communities

Employment and education

The MTFJ mentors and co-ordinators ensure that participants have what they need to fulfil their new role to a high standard or engage in necessary education.

Those who require further education or training are referred to the correct agencies to develop their skill-sets.

The mentors identify what participants need and then navigate them to the correct services to support their ongoing employment success. These include:

- Driver licensing
- Skills and training
- Literacy and numeracy
- Counselling
- Drug and alcohol counselling

These services can be internally and externally referred.

Once engaged in the correct employment situation MTFJ may use their funding to provide incentives to local employers, pay for tools/gear/clothing required for work or for driver licensing.

Wrap-around support

Local coordinators provide wrap-around pastoral care for participants engaging in their programme, ensuring they are comfortable, well supported and have transport to keep them in their employment.

Participants can remain engaged in counselling, education, and other training programmes for extended periods to ensure professional development.

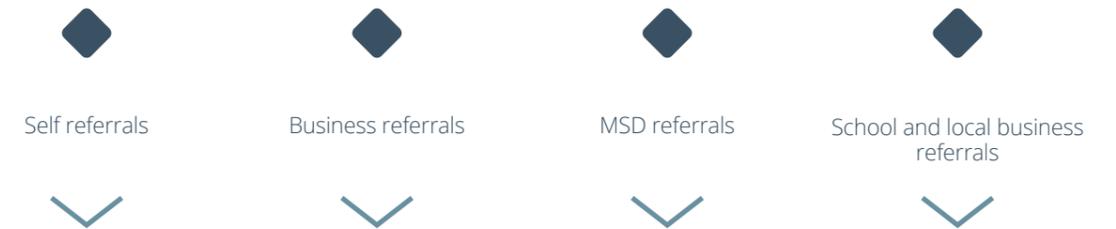
The MTFJ team not only help manage the practical means for participants but provide the necessary emotional support to develop youth who not only engage but remain engaged in employment despite trauma or mental health issues.

This practical support process empowers participants to remain engaged in employment opportunities and develop their abilities and contribution to the local GDP.

Outcomes map

The outcomes that Mayors Taskforce for Jobs aims to achieve and how these are reflected in the GoodMeasure calculation.

Referral channels



Client description

Rural and/or unemployed peoples who are unable to contribute to their community due to differing circumstances

Intervention structure



GoodMeasure outcomes

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

- Increase employment
- Improve mental health
- Increase driver's licensing
- Increase educational/training achievement
- Reduce emergency benefit
- Reduce offending
- Reduce addiction
- Reduce risky behaviour

Additional outcomes

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

- Improve community cohesion
- Improve communication and social skills
- Increase resilience and self-confidence
- Increase career self-efficacy
- Increase sense of purpose and direction

GoodMeasure results summary

Every year, the Mayors Taskforce for Jobs delivers \$14,980,499 of measurable good to society in the six districts measured. An investment of \$2,685,566 is required to enable this positive change.

The Mayors Taskforce for Jobs' real-world value is even greater than this, as some outcomes such as improved community cohesion, communication/social skills, resilience/self-confidence, career self-efficacy, sense of purpose and direction cannot yet be directly quantified with available data.

When we consider the operating costs of the Mayors Taskforce for Jobs, 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 participant:	\$26,703
Measurable benefits as proportion of programme cost:	560%
Cost of the programme per participant:	\$4,787

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.

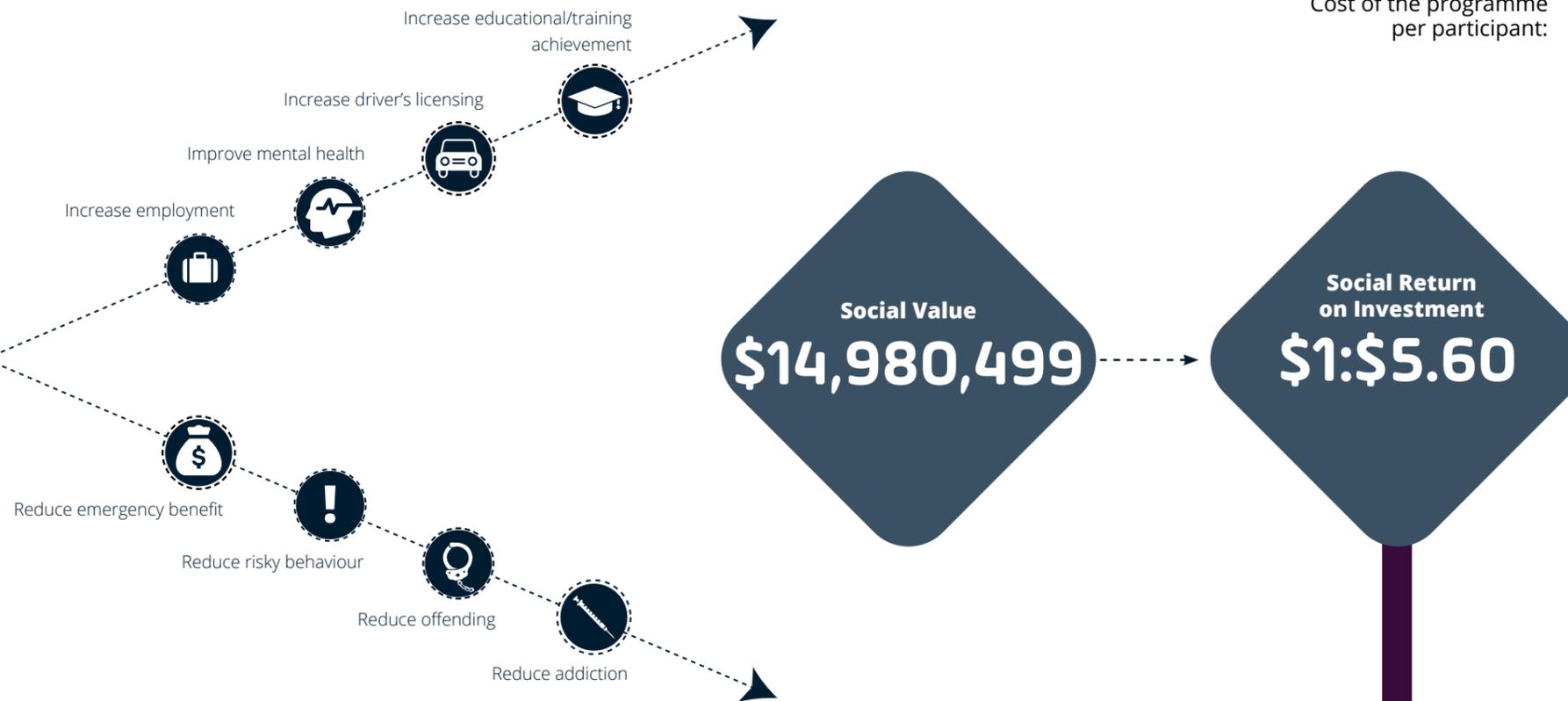
Definitions

Jobs and Earnings:
Freedom from unemployment

Income and Consumption:
People's disposable income

Health: People's mental and physical health

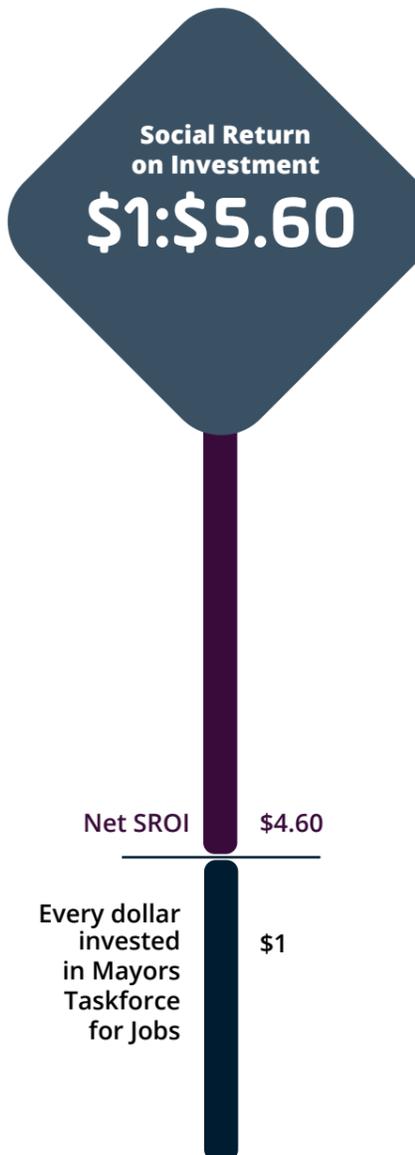
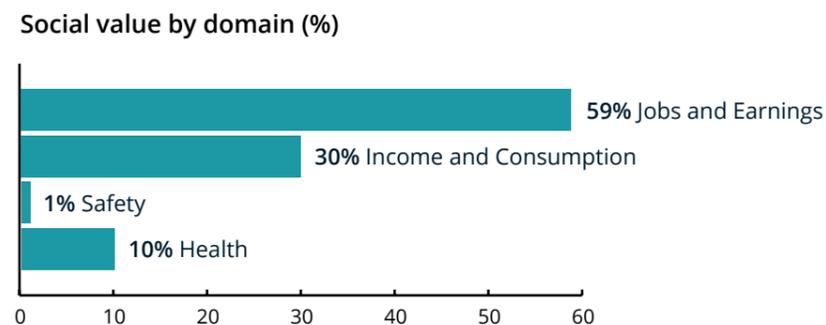
Safety: People's safety and security and freedom from risk of harm



Social value breakdown

Mayors Taskforce for Jobs 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 well-being.



This means that every dollar invested in Mayors Taskforce for Jobs delivers **\$5.60** of measurable good to New Zealand.

(July 1st 2021 – June 31st 2022)

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.

◆ Programme Staff

- The programme's staff provide individualised mentor-ship and coaching to participants, and treat participants with empathy, patience and understanding.
- The programme's staff are attuned to the socioeconomic and industry challenges facing both their local community and their participant population and develop solutions that are specifically tailored to address these challenges.
- The programme's staff do not pressure participants to take jobs that are low-skill and low-wage, but instead ensure that participants have access to the training and support needed to pursue their own future career goals.
- The programme's staff build relationships with local educators, trainers and employers, and engage these networks collaboratively when supporting participants into these pathways.

◆ Programme Targeting

- The programme matches participants with training, educational, or other opportunities that match their needs, goals and skill sets.
- The programme recognises that the reasons for unemployment are diverse and complex, and creates bespoke, individually tailored employment/training plans that are attentive to personal circumstances such as caring responsibilities, industry decline, or limited educational opportunities.
- The programme intentionally targets those who are at the highest risk of long-term unemployment and who are at the highest risk of poor long-term outcomes.
- The programme is community focused and community driven.

◆ Programme Services

- The programme supports participants to obtain their driver's license and private vehicle, particularly in rural areas where public transport is sparse.
- The programme continues to offer support and mentoring to participants for a minimum of six months following their entry to employment, training or education.
- The programme helps connect participants to physical/mental health support, justice support, welfare support, or any other third-party institutions that would ease the path to employment.
- The programme combines work-ready interventions, such as job search assistance, CV writing and work experience with the development of soft-skills, non-cognitive skills and 'life-skills' relating to communication, self-regulation, time-management, reliability and self-management.
- The programme supports local businesses by providing a wage and equipment subsidy when they hire a participant.

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.

- Bartelink, Vicky H. M., et al.** "Unemployment Among Young People and Mental Health: A Systematic Review." *Scandinavian Journal of Public Health*, vol. 48, no. 5, 2020, pp. 544-558.
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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 Living Standards Framework. 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

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info@impactlab.co.nz

Understanding social value

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.

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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.

Helping you do good, better.

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.

GoodMeasure for Mayors Taskforce for Jobs

In the period in scope, Mayors Taskforce for Jobs delivered \$14,980,499 of measurable good to society in the six districts in New Zealand. An investment of \$2,685,566 is required to enable this positive change.

Understanding Mayors Taskforce for Jobs' impact

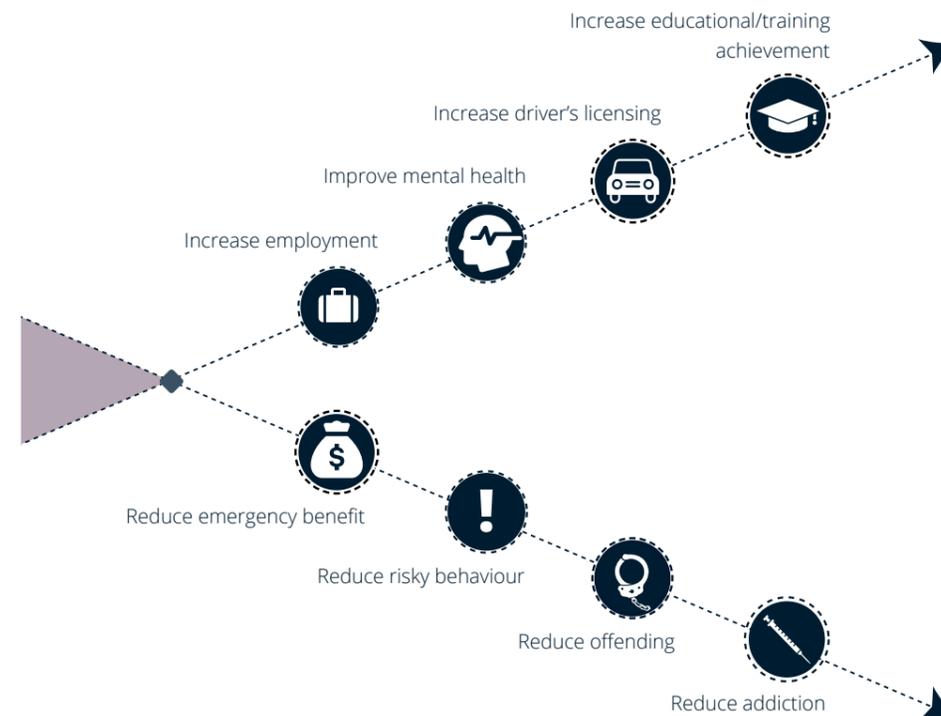
The MTFJ CRP engages rural participants to have higher educational and employment attainment, re-directing them from negative pathways. It improves their skills and opportunity to gain sustainable employment, develop better personal habits and finances, and positively contribute to the communities where they live.

What does Mayors Taskforce for Jobs do?

The Mayors Taskforce for Jobs Community Recovery programme is a nation-wide network of New Zealand Mayors, and their respective councils, working together towards the vision of rural NEETs being engaged in appropriate education, training, work, or other positive activities in their communities.

Whom does Mayors Taskforce for Jobs serve?

The MTFJ community recovery programme aims to facilitate sustainable employment for 1,450 NEETs, disabled, youth and covid displaced per year across New Zealand.



GoodMeasure outcomes

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

- Increase employment
- Improve mental health
- Reduce emergency benefit
- Reduce offending
- Reduce addiction
- Reduce risky behaviour
- Increase driver's licensing
- Increase educational/training achievement

Additional outcomes

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

- Improve community cohesion
- Improve communication and social skills
- Increase resilience and self-confidence
- Increase career self-efficacy
- Increase sense of purpose and direction

Mayors Taskforce for Jobs' impact



Social value definition

Social value generated for each participant	\$26,703
Measurable benefits as proportion of programme cost	560%
Cost of the programme per participant	\$4,787

When we take into account the operating costs of Mayors Taskforce for Jobs, we can calculate the social return on investment that is generated for every dollar in the programme.



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 (including those who did not successfully complete it).

Domain

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.

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, 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 (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.

