



Do good, better.



Barnardos

Barnardos

LEAP Service

ImpactLab GoodMeasure Report

April 2021

ACKNOWLEDGEMENTS

We would like to thank Samantha Hamilton, Hannah Anderson, Mehnaz Bandoowala, Nikita Picugin, Jo Harrison, Craig Stevenson and the Barnardos team who contributed to the preparation of this report by sharing their values, processes, evidence and experience.

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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 Barnardos to learn how this service 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	Our partners
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.	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.	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"

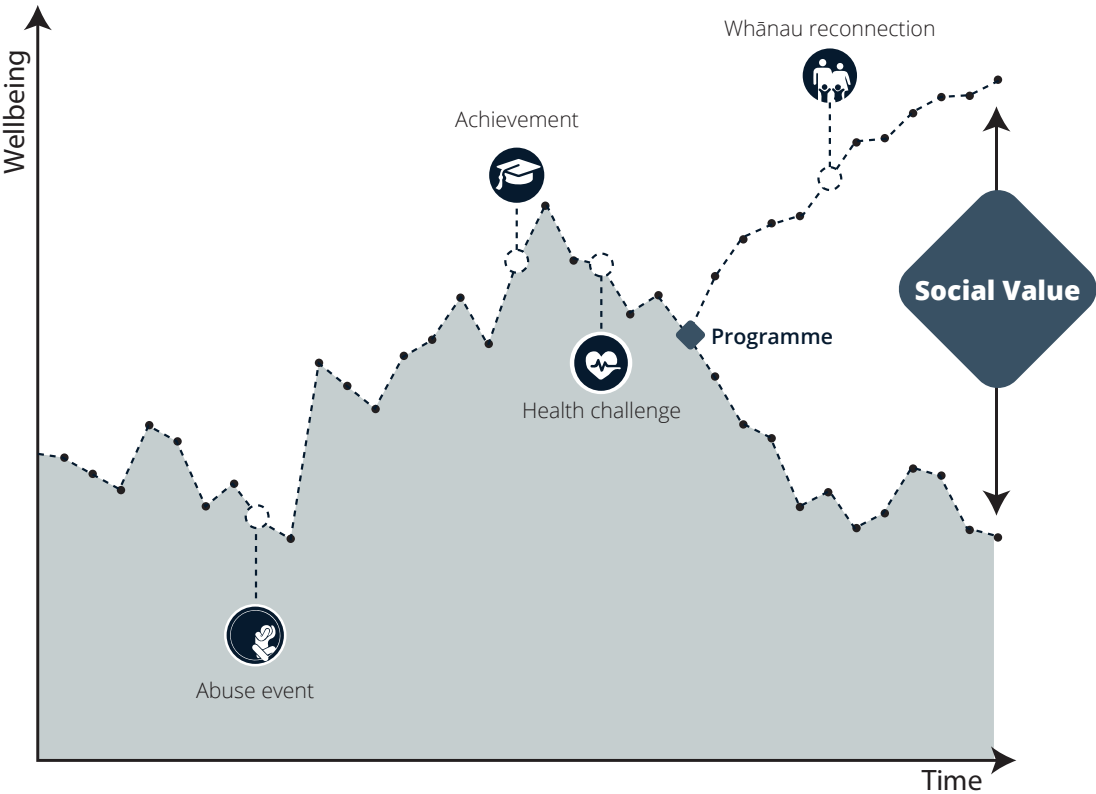
- Debbie Sorenson, CEO, Pasifika Futures

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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.

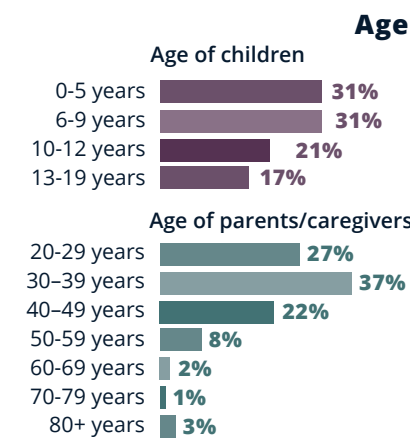


Year in scope

Jan 2019 – Dec 2019

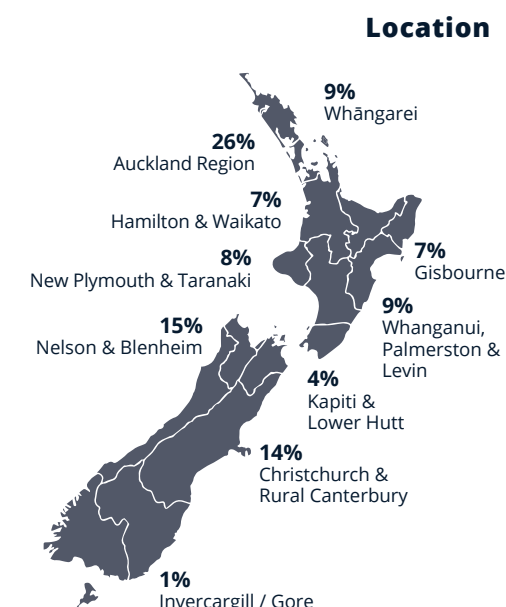
Participants		
	No. of adults	No. of children
LEAP Service	1780	2380
Total individuals	4160	
Total families represented	1190	

Completion rate **94%**



Gender of participants		
	Parents/ caregivers	Children
Female	70%	46%
Male	30%	54%

Ethnicity of participants		
	Parents/ caregivers	Children
Pākehā	65%	55%
NZ Māori	25%	35%
Pasifika	8%	14%
Asian	3%	4%
Middle Easter/Latin American/African	2%	2%
Other European	4%	2%



Barnardos people

Barnardos shapes brighter futures together with children and families in Aotearoa. They work to build nurturing relationships and resilient homes and communities, so that children reach their full potential.

LEAP is a service designed to keep vulnerable children safe and to reduce the risk of maltreatment, particularly where there are complex and multiple needs. It is driven by the holistic needs of the individuals or families being supported — rather than by any pre-defined programme or service.

Children and whānau who benefit from the service typically present with multiple, complex challenges. These can include: a history of family violence, parental mental health challenges, children with significant health needs or disabilities, parents with existing criminal convictions, alcohol and drug misuse or prior statutory involvement. In addition to these challenges, many families live in poverty or face socio-economic challenges such as teen parenting or parenting alone, living in temporary housing and living on income-tested benefits. For these families, system barriers can make it difficult to access support and services they need to change their circumstances and overcome intergenerational disadvantage and poverty.

The LEAP service recognises that vulnerable home environments, such as being exposed to domestic violence, can significantly impact children. Children who have experienced trauma through adverse childhood experiences may present certain behaviours that add complexity to working and successfully achieving outcomes with them.

Through research, Barnardos recognise that events like family violence can detrimentally impact children's neural pathway development and their brain's organisation, resulting in difficulties in dealing with stresses in later life, achieving in their education, and building positive social connections and obtaining positive mental, physical and emotional wellbeing. Historical or intergenerational trauma is of particular importance to the work Barnardos does due to the impact of colonisation on tamariki and whānau Māori.

The LEAP service is designed to be a flexible social work case management response to the unique needs of children and whānau that addresses the underlying causes of vulnerability and trauma. By providing targeted supports based on the strengths and needs of individuals and their families, the LEAP service seeks to help tamariki feel safe and build strong, stable attachments with the people who care about them. The service can flexibly address the needs of parents to reduce additional trauma while care and protection, family violence, adult mental health of alcohol and drug concerns are being addressed. Through LEAP, children have the opportunity to establish and maintain a sense of belonging, worth, safety, security and love in order to reach their full potential.

During the year in scope, Barnardos supported 1190 New Zealand families to make changes in their lives. Through the Targeted and Intensive support packages offered by LEAP, approximately 2380 children had the opportunity to access and benefit from the service.



The change journey

The LEAP service works closely with families to identity their challenges and enhance their strengths, taking a preventive approach to ensuring children, families, and communities reach their full potential.

Understand need

Incoming referrals are assessed by the local team using the LEAP Vulnerability Tool.

Accepted referrals are categorised and presenting needs prioritised.

The Service Manager/Team Leader allocates the key worker for the family, leads the casework and manages the family plan.

A pre-planning meeting is held with the referrer to identify a history of past harm, current safety, strengths and needs and builds on existing Tuituia assessment information. This shared information is the basis for the decision on the service package.

Families are categorised into two main service streams. These are:

LEAP – Targeted

- 10 hours service provision
- Minimum 5 hours face-to-face

LEAP – Intensive

- 40 hours service provision
- Minimum 20 hours face-to-face

Families may receive a combination of LEAP Targeted and LEAP Intensive service, and multiple doses if required and with the agreement of the referrer.

Service provision

LEAP social workers meet with the family within two weeks of referral acceptance.

Family consent to receiving LEAP, and the service begins.

An assessment is made and reviewed using the Barnardos Māiatanga assessment framework.

A family/child action plan is created.

LEAP provides a needs-led service with interventions tailored to address the unique needs and strengths of the family.

Supports can include:

- Parenting education
- Therapeutic individual or group support
- Service coordination and access
- Strengthening whānau & community connections
- Intensive mentoring
- Safety and risk management
- Child in care support

LEAP is a trauma-informed service which understands the historical and intergenerational trauma created by adverse childhood experiences, family harm and colonisation.

Build positive futures

LEAP social workers engage with children, gather information, understand the issues, plan, act and reflect.

Interventions can include physical activities in order to build communication skills and enable children to participate and learn actively.

The LEAP service:

- Shares knowledge and models positive parenting strategies
- Engages children, parents and whānau in holistically assessing their needs and strengths
- Responds to the impact of trauma on the development of children and their relationships
- Engages children and adults in immediate safety planning where family violence has occurred

In order to:

- Improve the capacity of parents to provide a safe, healthy, nurturing home for children
- Strengthen parent-child relationships affected by trauma
- Improve children’s social connections and support

Families receive referrals to other third-party services to address their needs when requested.

Outcomes of cases are reviewed and either closed or allocated for further inward or outward referral.

Outcomes map

The outcomes that Barnardos LEAP service aims to achieve and how these are reflected in the GoodMeasure calculation.

Referral channels



Client description

Vulnerable families with complex and high levels of need

Intervention structure

Understand need

Service provision

Build positive futures

GoodMeasure outcomes

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

- Avoid addiction
- Avoid child placement
- Avoid family violence
- Improve mental health
- Improve physical health
- Increase academic achievement
- Obtain employment
- Prevent risky behaviour
- Reduce offending

Additional outcomes

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

- Improve housing
- Increase family cohesion



GoodMeasure results summary

Every year, Barnardos LEAP service delivers \$69,660,282 of measurable good to New Zealand society.

Barnardos LEAP service's real-world value is even greater than this, as some outcomes such as increased family cohesion cannot yet be directly quantified with available data.

When we consider the operating costs of Barnardos LEAP service, we can calculate the social return on investment that is generated for every dollar that is invested in the service.

Social value generated for each participant:	\$17,816
Measurable benefits as proportion of programme cost:	1801%
Cost of the programme per participant:	\$930

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.

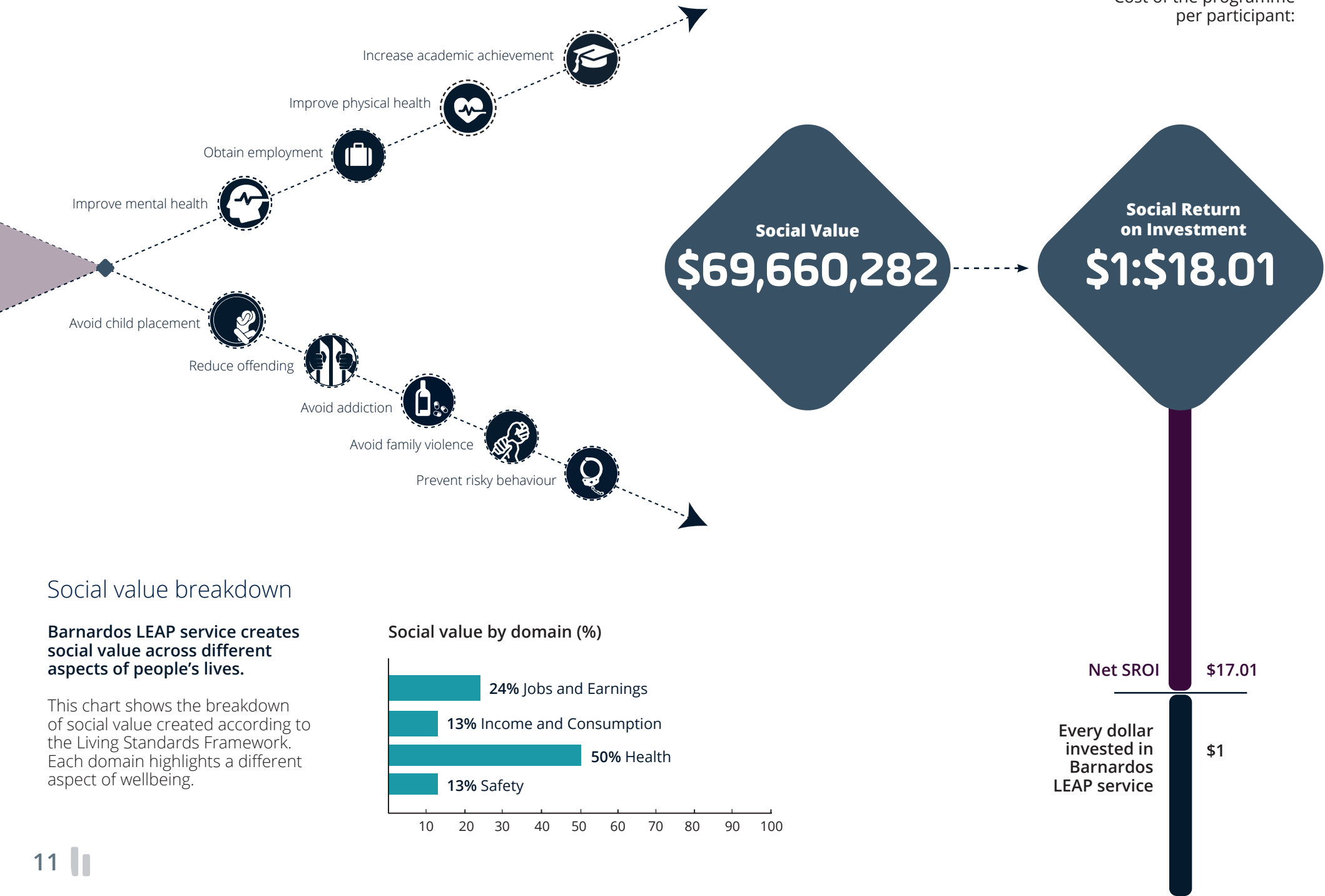
Definitions

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



GoodFeatures

GoodFeatures are a collection of actionable insights that research has connected with positive outcomes for participants. Academic literature and effective programmes around the world that are similar to your programme share these features.

Use GoodFeatures to prompt discussions and support decision-making by comparing your programme to these drivers of positive impact.

◆ Service design

- The service screens for key risk criteria. Specifically, it screens for: past exposure to interpersonal violence or abuse, severe mental illness, drug and alcohol dependency, cases of unwanted pregnancies, material and financial hardship, and a lack of familial support.
- The service tailors the intensity of its intervention according to the vulnerability of its clients, with higher-risk families receiving weekly home visits.
- The service involves parents in goal-setting and evaluation processes to build trust and autonomy and cultivate self-sustained changes in harmful behaviour.
- The service increases accessibility, inclusivity, and retention by employing a culturally competent, whole-of-whānau approach to service delivery.
- The service is culturally responsive and includes members of the target population as frontline staff.
- The service is modular in its design, meaning it is flexible and can adapt, extend, and redirect its resources to needs as they emerge.
- The service maintains fidelity through monitoring, peer supervision, and reflective supervision.

◆ Integrated support

- The service provides training to develop parenting skills and build parenting self-efficacy.
- The service connects families with mental health support, substance abuse treatment, financial aid, and housing assistance.
- The service promotes engagement with a diverse range of social, health, and community agencies to reduce access barriers to care.
- The service supports families receiving wraparound care to transition towards self-sufficiency whilst still receiving support.

◆ Family first

- The service trains parents in emotional communication skills, consistent responding to child behaviour, and actively practising acquired parenting skills with their children.
- The service is family-centred, with activity moving from addressing risk to supporting protective factors and positive development.
- The service provides parental training that teaches practical behavioural techniques, is strengths-based, and incorporates attachment principles.
- The service includes home visitation and community engagement.

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.

Assink, M. et al. "The intergenerational transmission of child maltreatment: A three-level meta-analysis." *Child Abuse & Neglect*, vol. 84, 2018, pp. 131-145.

Atwool, N. "Challenges of operationalizing trauma-informed practice in child protection services in New Zealand." *Child & Family Social Work*, vol. 24, iss. 1, 2019, pp. 25-32.

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Geeraert, L. et al. "The Effects of Early Prevention Programs for Families with Young Children at Risk for Physical Child Abuse and Neglect: A Meta-Analysis." *Child Maltreatment*, vol. 9, iss. 3, 2004, pp. 277-291.

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Wallace, N. et al. "Infusing parent-child interaction therapy principles into community-based wraparound services: An evaluation of feasibility, child behavior problems, and staff sense of competence." *Children and Youth Services Review*, vol. 88, 2018, pp. 567-581.

Walter, U. et al. "Best Practices in Wraparound: A Multidimensional View of the Evidence." *Social Work*, vol. 56, iss. 1, 2011, pp. 73-80.



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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Understanding social value

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|| 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 Barnardos LEAP service

In the year in scope, Barnardos LEAP service delivered \$69,660,282 of measurable good to New Zealand society.

Understanding Barnardos LEAP service's impact

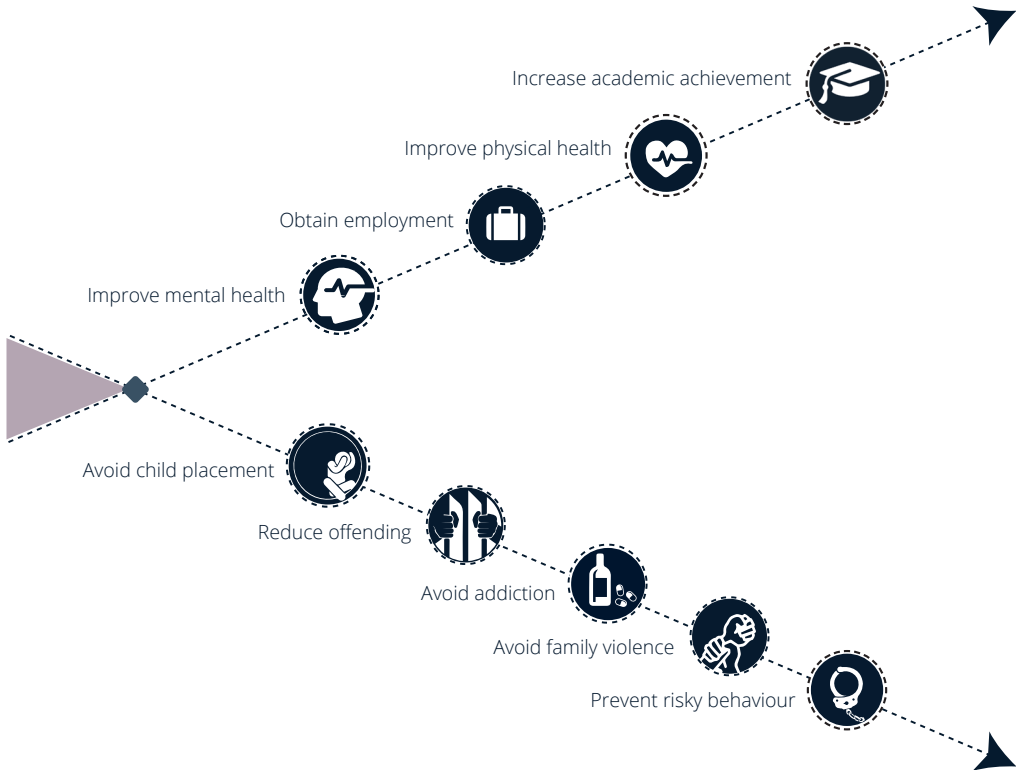
Barnardos LEAP service shapes brighter futures for children and families in Aotearoa by building nurturing relationships, resilient homes and communities – so that children can reach their full potential. The LEAP service keeps vulnerable children safe by reducing their risk of maltreatment, particularly in environments where there are multiple and complex needs.

What does Barnardos LEAP service do?

The LEAP service works closely with families to provide holistic, flexible, needs-matched support. They provide parenting education, therapeutic support, service coordination, intensive mentoring, and other services that address the identified needs of the families and children.

Whom does Barnardos LEAP service serve?

In order to be accepted to the LEAP service, all families have reached a vulnerability threshold. Some of the risk factors that family present with include drug and alcohol misuse, former history of conviction, temporary or inadequate housing, and a history of maltreatment themselves. In the year in scope Barnardos worked with 4160 individuals from 1190 families throughout New Zealand.



GoodMeasure outcomes

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

- Avoid addiction
- Avoid child placement
- Avoid family violence
- Improve mental health
- Improve physical health
- Increase academic achievement
- Obtain employment
- Prevent risky behaviour
- Reduce offending

Additional outcomes

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- Improve housing
- Increase family cohesion

Barnardos LEAP service's impact

Social Value
\$69,660,282

Social value definition

Social value generated for each participant	\$17,816
Measurable benefits as proportion of programme cost	1801%
Cost of the programme per participant	\$930

When we take into account the operating costs of Barnardos LEAP service we can calculate the social return on investment that is generated for every dollar in the service.

Social Return on Investment
\$1:\$18.01

Every \$1 invested in Barnardos LEAP service results in \$18.01 returned to NZ (Jan 19 – Dec 19)

Appendix

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

Amount invested	Population
The dollar amount that has been invested in a specific programme, in New Zealand dollars.	The group of people supported by the programme, in terms of age, gender, and ethnicity.
Cost per person	Programmes
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).	The services delivered by the provider for the amount invested.
Domain	Social ROI
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.	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
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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.

