

Do good, better.



SPRINGBOARDTRUST

Springboard Trust

ImpactLab GoodMeasure Report
April 2022

ACKNOWLEDGEMENTS

We would like to thank Andrew Bull, Ben Lorimer and the Springboard 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 Springboard Trust 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

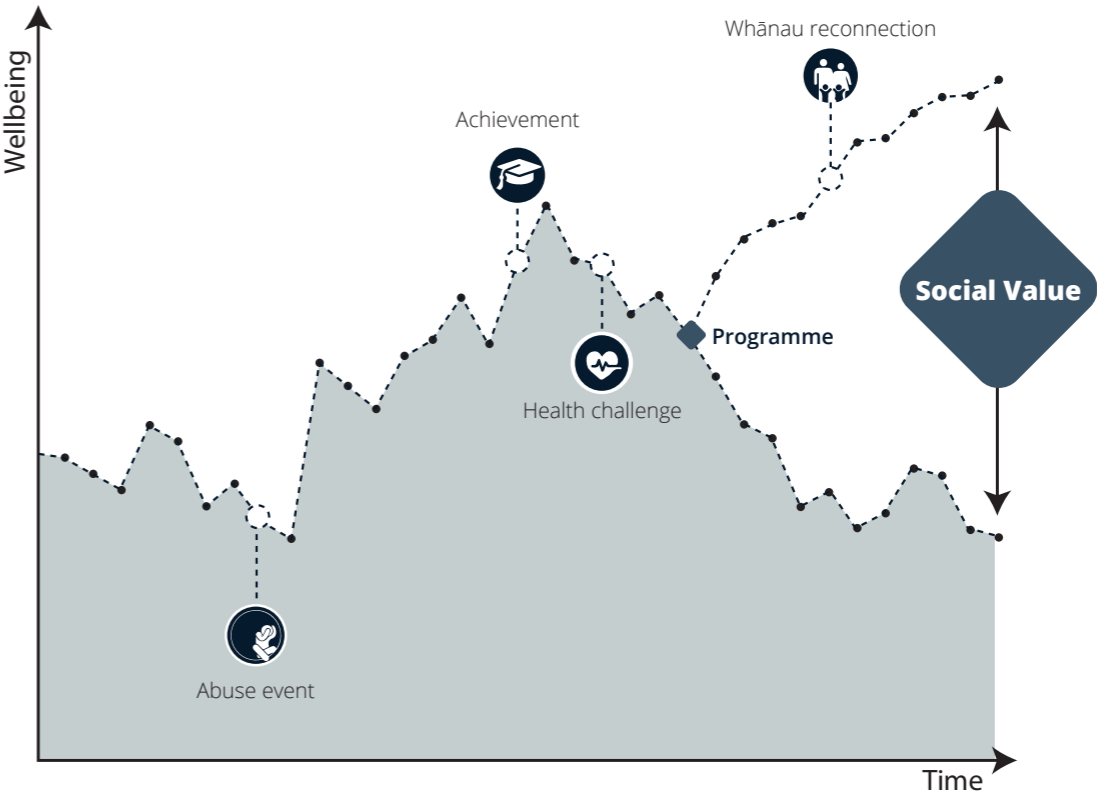
The team at ImpactLab share the goal of helping all organisations do good, better.

Our story	Our team	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 2020 – Dec 2020

Springboard Trust's people

Springboard Trust brings New Zealand principals together with strategic experts to develop their leadership and to support clear, insightful planning for schools. Developing the ability for principals to better plan, manage and report creates strong relationships and the right conditions for teachers to support students to thrive.

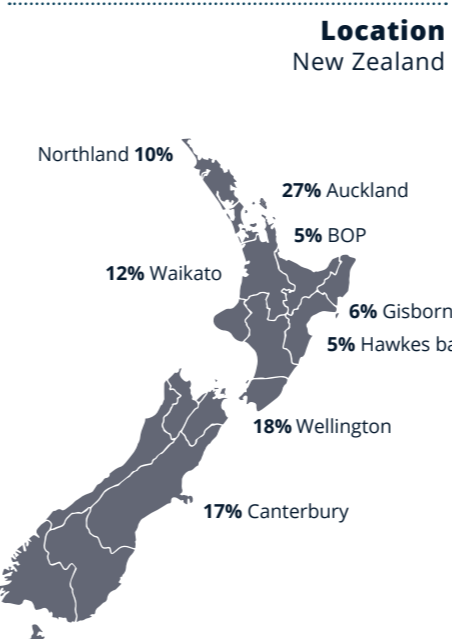
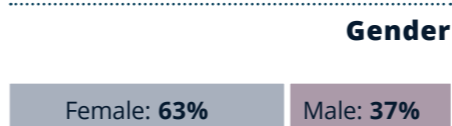
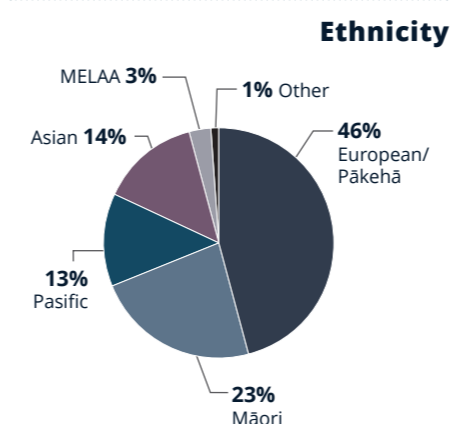
Principals play a key role in determining student outcomes by setting their school's strategic direction and managing a complex set of relationships to meet community-specific needs with scarce resources. Principals tend to wear many different hats and roles are often not clearly segmented, especially in small or rural schools. Many principals are promoted directly from teaching in the classroom, and few have been given the necessary tools and training to be effective leaders. Through access to business and strategic knowledge, principals can develop their leadership toolkit and apply it to make a difference in their school community.

Springboard Trust facilitates a journey of development for principals, beginning with a core program which runs for two years, and then followed by alumni services tailored to the needs of principals and their leadership teams. Principals build trusted relationships with the Springboard team and mentors from other sectors. Through a range of workshops and coaching sessions, principals are equipped with practical skills and toolsets for strategic thinking, team cohesion, community connection and change management. Under the guidance of experienced facilitators, principals apply these tools to their work, have space to reflect, and discuss wins and concerns with other principals.

Springboard Trust aims to empower principals with core leadership skills to thrive in their roles, and to create a 'tipping point' in educational leadership across Aotearoa. Through shaping good culture, clear direction, and strong relationships, they can support teachers to be effective. This leads to transformation for New Zealand's young people through improved educational outcomes.



Range	
Group	#
Students enrolled at participating schools	48,280
Principals participating in foundation year	107
Principals participating in alumni services	44
Middle-tier leaders participating in alumni services	135
Volunteer capacity partners supporting Springboard Trust programmes	216



The change journey

Springboard Trust develops school Principals into effective leaders, through the development of key strategic and leadership skills, to transform school performance.

Relationship Network

Springboard facilitates a network of supportive relationships for principals. All services operate under a cohort model structure.

Programme managers are the main relationship touchpoint for principals throughout their Springboard journey. They assess the principal’s needs and provide oversight to the process.

Trained Capacity partners are volunteers who are specifically matched with principals during the Strategic Leadership for Principals Programme or the Strategic Leadership for Rural Teachers/ Principals to build a trusted, strong relationship and be a source of support.

The facilitators are experts in the course material who oversee and teach key content. They guide the cohort as a whole through the programme and facilitate learning and conversation.

The principals peer network is a wider network of principals and school leaders who provide feedback and support for the principal after Springboard’s interventions.

Foundation year

Principals entering any of the alumni services must have completed SLPP or SLRTP.

The Strategic Leadership for Principals Programme and Strategic Leadership for Rural Teaching Principals are the core of the programme. SLPP consists of nine half-day workshops from February to November. SLRTP combines this with Springboard Coaching for Leadership because it is hard for rural principals to access services and support. It is presented over three two-day block courses, online block courses, and 1:1 coaching sessions.

Principals are paired up with a cohort of up to six other principal-capacity partner pairings and engage in 40-60 hours of work with their partner and the whole cohort.

By the end of the programme, principals typically demonstrate significant progression in:

Planning and outlook

- Creating and communicating a vision and strategic plan.
- Identifying, communicating with and gaining buy-in from key stakeholders.
- Measuring the impacts of their changes.
- Leading the same transformative change for their team.

Alumni services

Springboard Coaching for Leadership

Through 1:1 coaching with a small team component, the principal is helped to decipher their strengths, areas for development and where they should focus their efforts. This is supported by a comprehensive 360-degree feedback process involving up to 15 people that the leader works or engages with.

An expert volunteer coach supports the principal to unpack feedback, set a goal and work on a plan to achieve it.

High Performing Leadership Teams

Facilitators support principals and their leadership teams through a pre-survey to understand the team and tailor the course structure to their specific needs so principals can effectively lead through others.

Over three 4-hour workshops, principals and their leadership teams are coached through how to develop a shared vision, understanding and plan for their schools by two facilitators. This is delivered region by region.

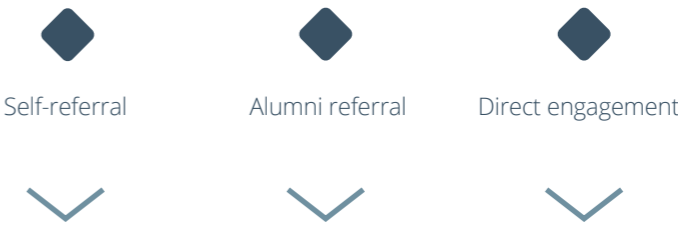
The workshops are:

- Laying the Foundation.
- Building the Team.
- Operating to Get Results.

Outcomes map

The outcomes that Springboard Trust aims to achieve and how these are reflected in the GoodMeasure calculation.

Referral channels



Client description

To develop the strategic leadership of school principals and their leaders through engagement with partners outside of education in order to transform school performance.

Intervention structure

Relationship network

Foundation year

Alumni services

GoodMeasure outcomes

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

Improve mental health
Increase academic achievement (NCEA level 3)

Additional outcomes

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

Increase social connectedness
Increase student engagement
Increase teacher satisfaction
Increase teacher motivation
Increase mental health for volunteers
Increase whānau and community engagement

GoodMeasure results summary

Every year, Springboard Trust delivers \$9,045,447 of measurable good to society in New Zealand.

Springboard Trust's real-world value is even greater than this, as some outcomes such as increased teacher motivation cannot yet be directly quantified with available data.

When we consider the operating costs of Springboard Trust, 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:	\$160
Measurable benefits as proportion of programme cost:	310%
Cost of the programme per participant:	\$50

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

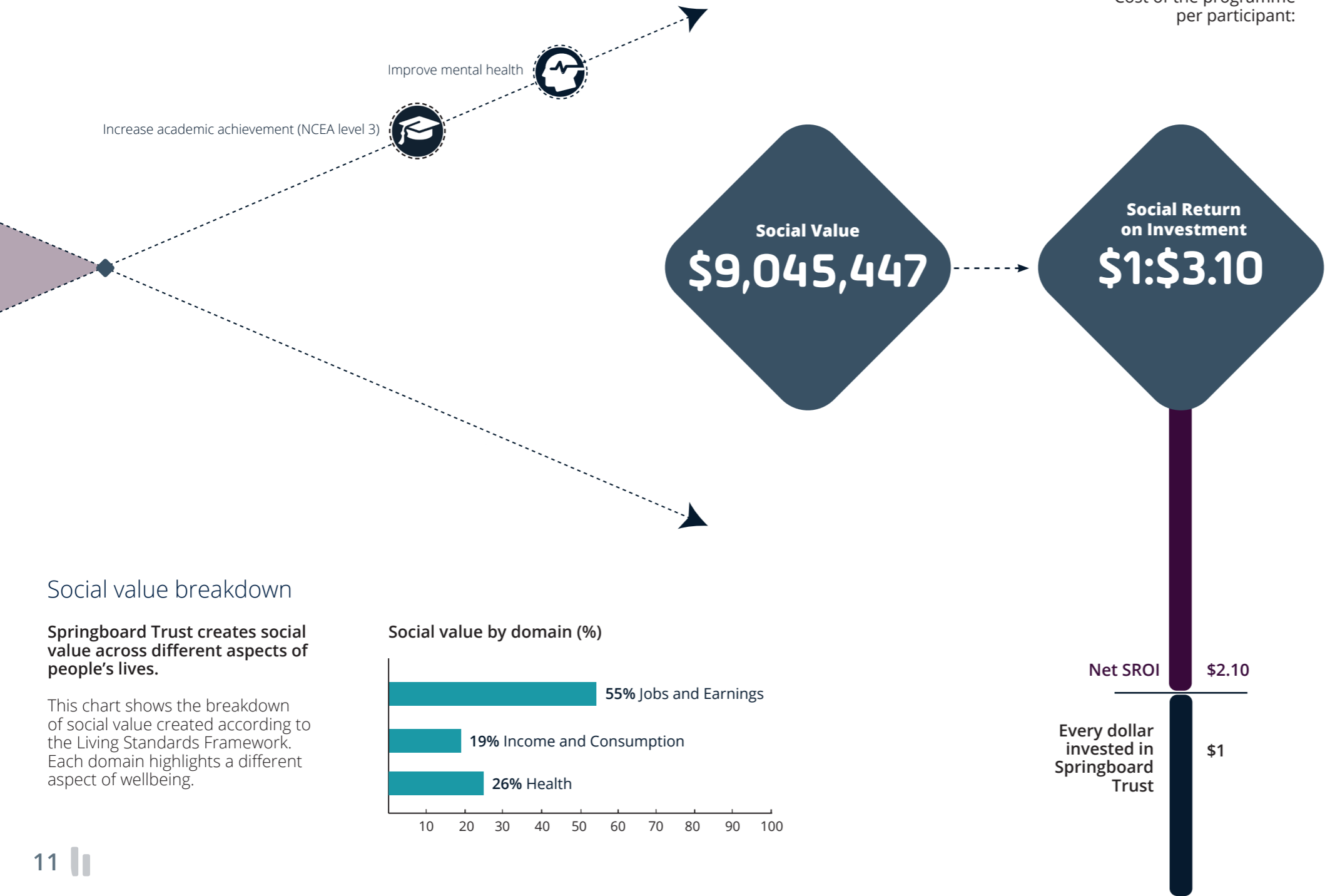
It was designed drawing from the Organisation for Economic Co-operation and Development's (OECD) internationally recognised approach, in consultation with domestic and international experts, and the NZ public.

Definitions

Jobs and Earnings:
Freedom from unemployment

Income and Consumption:
People's disposable income

Health: People's mental and physical health



This means that every dollar invested in Springboard Trust delivers **\$3.10** of measurable good to New Zealand.

(Jan 2020 – Dec 2020)

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.

- ◆ Service delivery

 - The programme is delivered over a long timeframe (years), allowing leaders to try new things and measure the results over time.
 - The programme facilitates school leaders to work together and share knowledge in a group setting.
 - The programme addresses barriers to participation and targets schools in low socio-economic and isolated areas.
- ◆ Active learning

 - Professional development is job-embedded and enables principals to apply strategies to job duties on a daily basis.
 - The programme’s workshops and mentoring are active, hands-on and interactive.
- ◆ Personalisation and relationships

 - The programme is tailored to the needs and circumstances of each school leader and their community.
 - The programme pairs school leaders with a skilled friend or trusted mentor who is an effective communicator and able to develop trusting relationships.
- ◆ Content

 - Programme encourages school leaders to embed evidence-based professional learning in the culture and social life of schooling.
 - The programme encourages school leaders to develop their school's vision, mission and goals in collaboration with teachers, students, families and the wider community.
 - The programme helps school leaders to establish a plan to assess goal attainment.

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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Youngs, H. "The school leadership and student outcomes Best Evidence Synthesis: Potential challenges for policy-makers, practitioners and researchers." *Journal of Educational Leadership, Policy and Practice*, vol. 26, iss. 1, 2011, pp. 16-27.



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

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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|| 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 Springboard Trust

In the year in scope, Springboard Trust delivered \$9,045,000 of measurable good to society in New Zealand.

Understanding Springboard Trust's impact

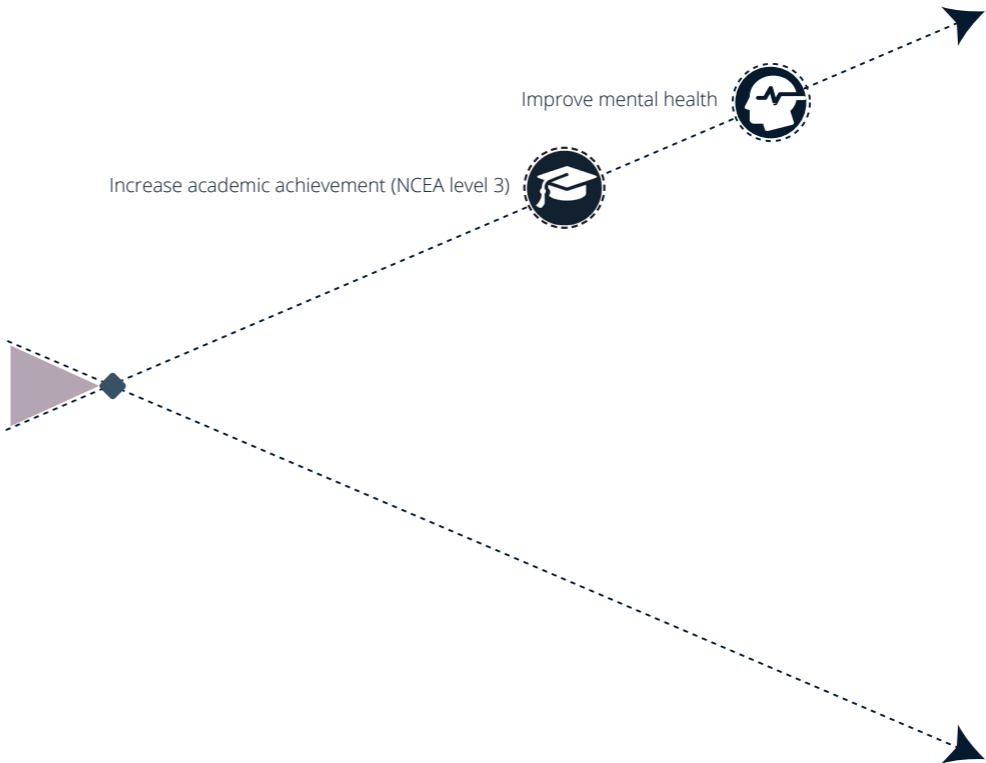
Springboard Trust brings New Zealand principals together with strategic experts to develop their leadership and to support clear, insightful planning for schools.

What does Springboard Trust do?

Springboard Trust develops the ability for principals to better plan, manage and report creating strong relationships in schools and the right conditions for teachers to support students to thrive.

Whom does Springboard Trust serve?

Springboard Trust serves principles and school leaders, directly impacting teacher efficacy and student outcomes.



GoodMeasure outcomes

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

Improve mental health
Increase academic achievement (NCEA level 3)

Additional outcomes

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

Increase social connectedness
Increase student engagement
Increase teacher satisfaction
Increase teacher motivation
Increase mental health for volunteers
Increase whānau and community engagement

Springboard Trust's impact

Social Value
\$9,045,447

Social value definition

Social value generated for each participant	\$160
Measurable benefits as proportion of programme cost	310%
Cost of the programme per participant	\$50

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

Social Return on Investment

\$1:\$3.10

Every \$1 invested in Springboard Trust results in \$3.10 returned to NZ (Jan 2020 - Dec 2020)

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
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.

