

Do good, better.



New Zealand

**CADET
FORCES**

Te Taua Taurira o Aotearoa



New Zealand Cadet Forces

NZCF Annual Training Programme

ImpactLab GoodMeasure Report

September 2023

ImpactLab
GoodMeasure Report
Wellington, New Zealand

Prepared for:
New Zealand Cadet Forces

September 2023

ACKNOWLEDGEMENTS

We would like to thank SQNLDR Bruce Sinclair, Shane Cole and the New Zealand Cadet Forces 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 New Zealand Cadet Forces 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.

A handwritten signature in black ink that reads "Bill English". The signature is written in a cursive, flowing style.

Sir Bill English
ImpactLab Chairman

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GoodMeasure Summary

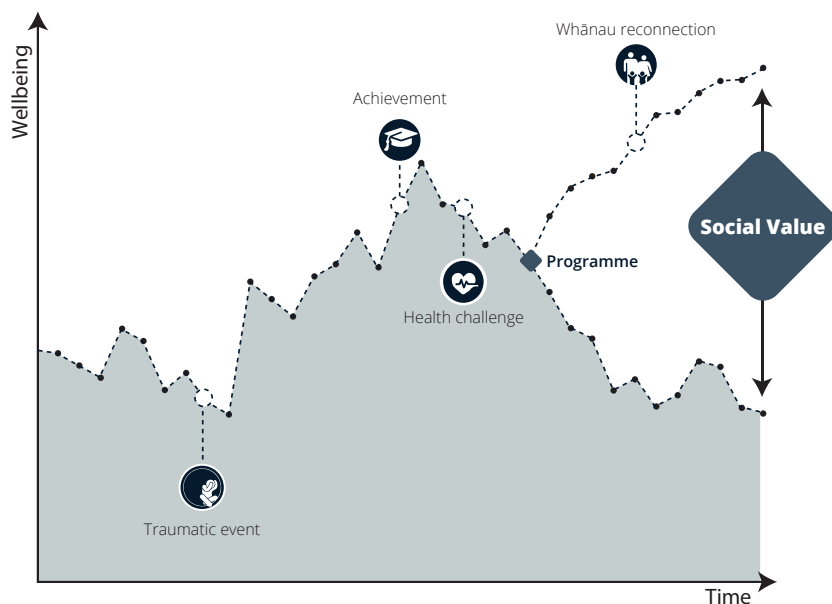
GoodMeasure connects decision makers with information they can act on to grow their social impact. It supports organisations to focus on investment that works for communities so that people can live the lives they choose.

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

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

Understanding social value

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



Throughout our lives, different events occur which impact our overall wellbeing trajectory. ImpactLab measures the impact on an individual's wellbeing across multiple domains when they're supported by a programme to make positive changes in their life.

We measure this impact in terms of both positive benefits (such as increased income) and avoided costs to government.

To calculate social value, we combine these impact values with

- ◆ Evidence from global literature about how effective a programme can be.
- ◆ The size of the opportunity for the people an organisation serves to achieve more positive outcomes.
- ◆ The number of people supported.

By combining these inputs, the social value calculation helps us understand how a programme or intervention helps change lives for the better. We combine the social value with cost information to calculate a programme's social return on investment.

GoodMeasure for the NZCF Annual Training Programme

Through its three branches – Sea Cadets, Army Cadets, and Air Cadets - the New Zealand Cadet Forces (NZCF) provide youth with a comprehensive, nationally coordinated development programme that offers a variety of adventurous, hands-on learning opportunities.

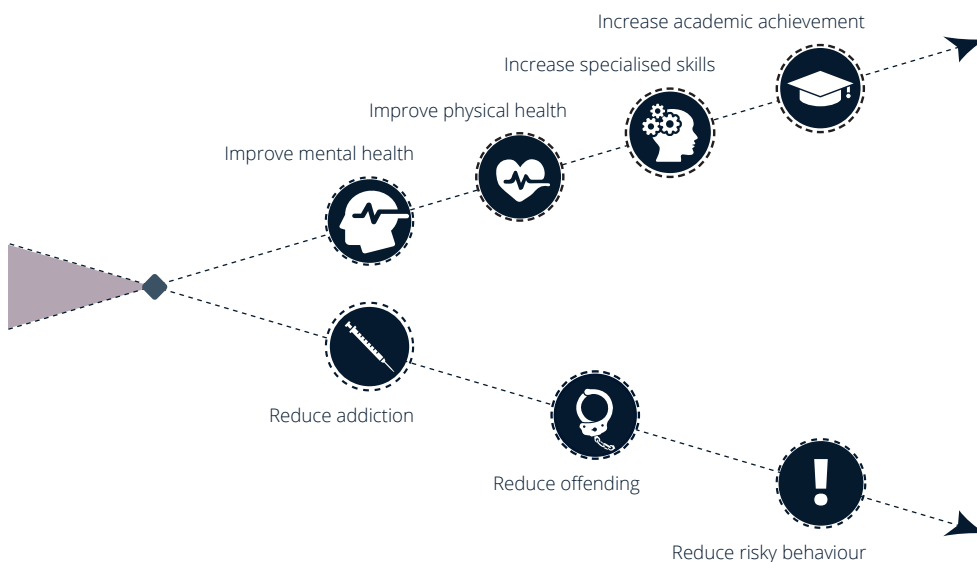
Who does the NZCF Annual Training Programme serve?

The New Zealand Cadet Forces provide military-style training to high-school students who are interested in the disciplined, highly motivated environment of the Armed Forces, as a means to develop their personal and leadership qualities.

What does the NZCF Annual Training Programme do?

NZCF are a volunteer based, uniformed organisation that provides military-style youth and leadership development opportunities through the medium of adventure-based training, and service specific programming.

What outcomes does the NZCF Annual Training Programme aim to create?



GoodMeasure outcomes

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

- Improve mental health
- Improve physical health
- Increase specialised skills
- Increased academic achievement
- Reduce addiction
- Reduce offending
- Reduce risk behavior

Additional outcomes

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

- Increase discipline
- Improved leadership
- Increase confidence
- Increased community involvement
- Improved communication skills
- Improve resilience
- Improve teamwork skills

The NZCF Annual Training Programme's impact



Social value definition

Social value generated for each participant	\$9,613
Measurable benefits as proportion of programme cost	210%
Cost of the programme per participant	\$3,998

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





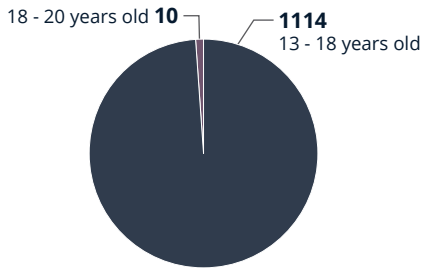
Period in scope
01 Jul 2022 – 30 Jun 2023

Participants

Participants	Count
Youth*	1114
Young Adult†	10

* Air Force, Navy, Army Cadets
† Officer Cadets

Age at programme start



Location New Zealand



NZCF Annual Training Programme's people

The New Zealand Cadet Forces (NZCF) aim to instil a sense of adventure, teamwork, and discipline, into young people through a four-year, military-style training and youth development programme. In so doing, NZCF seeks to lift young people up and nurture them into adulthood with the skills necessary to succeed.

NZCF works with high-school students from diverse backgrounds who are interested in joining the structured, uniformed environment of the organisation, and who enjoy the hands-on nature of military-style training. The Cadet Development Framework enables this training to be nationally consistent and focused on developing new recruits into experienced, senior cadets. Training takes place on weeknights, weekends, and during school holidays, and includes extended activities facilitated by the New Zealand Defence Force (NZDF), on camps and bases.

NZCF is divided into three branches – Air Cadets, Army Cadets, and Navy Cadets, each of which engages young people in diverse, corps-specific activities that build upon a core training curriculum. Activities include drill, military etiquette, bushcraft, aviation, and sailing skills, among others. NZCF teaches cadets the importance of giving back to the community. Specifically, through voluntary service at ANZAC day, and other weekend activities, cadets are taught the value of committing their time and resources to those in need.

A central focus of NZCF is the development of capable leaders. Over four years, cadets progress through the rank structure, taking part in increasingly challenging activities that build and test their skills. Along the way, they take part in leadership training, designed to shift their mindset from leading self to leading others. To this end, senior cadets are supported by adult officers to facilitate the learning of junior cadets, as their mentors, confidants, and teachers.

Through this hands-on leadership and skills-based training, NZCF helps cadets develop a sense of direction in their lives, giving them the confidence, discipline, and ability, to embark on challenging but rewarding journeys in the workforce, tertiary education sector, or the Armed Forces.

The change journey

The New Zealand Cadet Forces conduct a four-year-long military-style youth and leadership development programme for young people aged 13-18.

Recruitment and Training

Recruitment

Young people attend an NZCF recruitment day to learn more about the Cadet experience and are recruited into Army, Navy or Air Cadet units depending on personal interest, availability, and location. These recruitment rounds happen at the beginning of each year.

Training Structure

Cadet training follows the NZCF Cadet Development Framework, designed as a four-year, incremental training programme.

Training at the unit level is conducted in three key formats. Night parades, weekend activities, and camps.

Night parades are weekly 2-4-hour long training nights conducted throughout the school term. Night parades provide the core training experience for cadets. They include two or more 45-minute learning periods that cover diverse subjects including, cadet basics, corps-specific skills, and leadership.

Weekend activities, conducted on a Saturday or Sunday, incorporate a whole day or weekend of hands-on learning. Including activities such as shooting, sailing, or flying.

Camps provide a chance for units to come together for an extended period over a weekend to put their learnings into practice. This might include a sailing trip or an army-like exercise.

Annual Training Programme

Year 1

Upon joining a unit, young people commence generic training as cadet recruits. This training is common across all corps and focuses on the skills and knowledge needed to succeed within a military-style environment. Generic training includes introductory lessons on:

- Drill, marching, and parade formats.
- Leadership.
- First aid.
- Physical training.

Corps Specific Training

After the initial period of generic training, Cadet recruits embark on corps-specific training. Through this, they learn the basics of fieldcraft, seamanship, or aviation.

Year 2

Year two builds upon the foundations of year one, providing more intricate generic, and Corps-specific, training for cadets. Year two cadets are taken through a lead self-module that teaches them the importance of self-responsibility within a team environment.

Years 3 and 4

Cadets become proficient in advanced corps-specific skills and take part in junior, then senior, Non-Commissioned Officer training courses that give them the expertise required to lead others, and progressively, to lead leaders.

Rank Progression

As cadets progress through the training programme, they are promoted into higher ranks, gaining greater responsibility and authority.

Officers and Residential Courses

Officers

Upon completing the four-year programme, cadets can either be released from service, commissioned as officer cadets, or become supplementary staff in a reduced time capacity.

Those who chose to become officers are those who have been identified as exemplary leaders within the four-year cadet training programme, or who have entered from external positions out of a desire to contribute toward their local unit.

Officers take part in community-based selection, education, and training programmes that equip them with the skills necessary to assist in leading a cadet unit.

Residential Courses

Residential courses are extended training opportunities for 2nd, 3rd, and 4th year cadets. Often financed and facilitated by NZDF, these courses involve intensive educational and hands-on experiences designed to deepen skill sets and build leadership capabilities, whilst fostering an appreciation for careers in NZDF.

Occurring during school holidays, residential courses are offered to those cadets who display commitment, readiness, and capability, in their field. Each course has its own criteria, structure, and position within the Cadet Devel

Outcomes map

The outcomes that the NZCF Annual Training Programme aims to achieve and how these are reflected in the GoodMeasure calculation.

Referral channels

Recruitment occurs through four main streams:



These recruitment streams serve to encourage prospective Cadets to take part in a recruitment day where they learn essential information and take part in fun activities.

Client description

The New Zealand Cadet Forces are a nationally accessible, volunteer-based community organisation who provide military-style training, leadership, and development opportunities for youth aged 13-18 years old.

Intervention structure



GoodMeasure outcomes

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

- Improve mental health
- Improve physical health
- Increase specialised skills
- Increased academic achievement
- Reduce addiction
- Reduce offending
- Reduce risk behavior

Additional outcomes

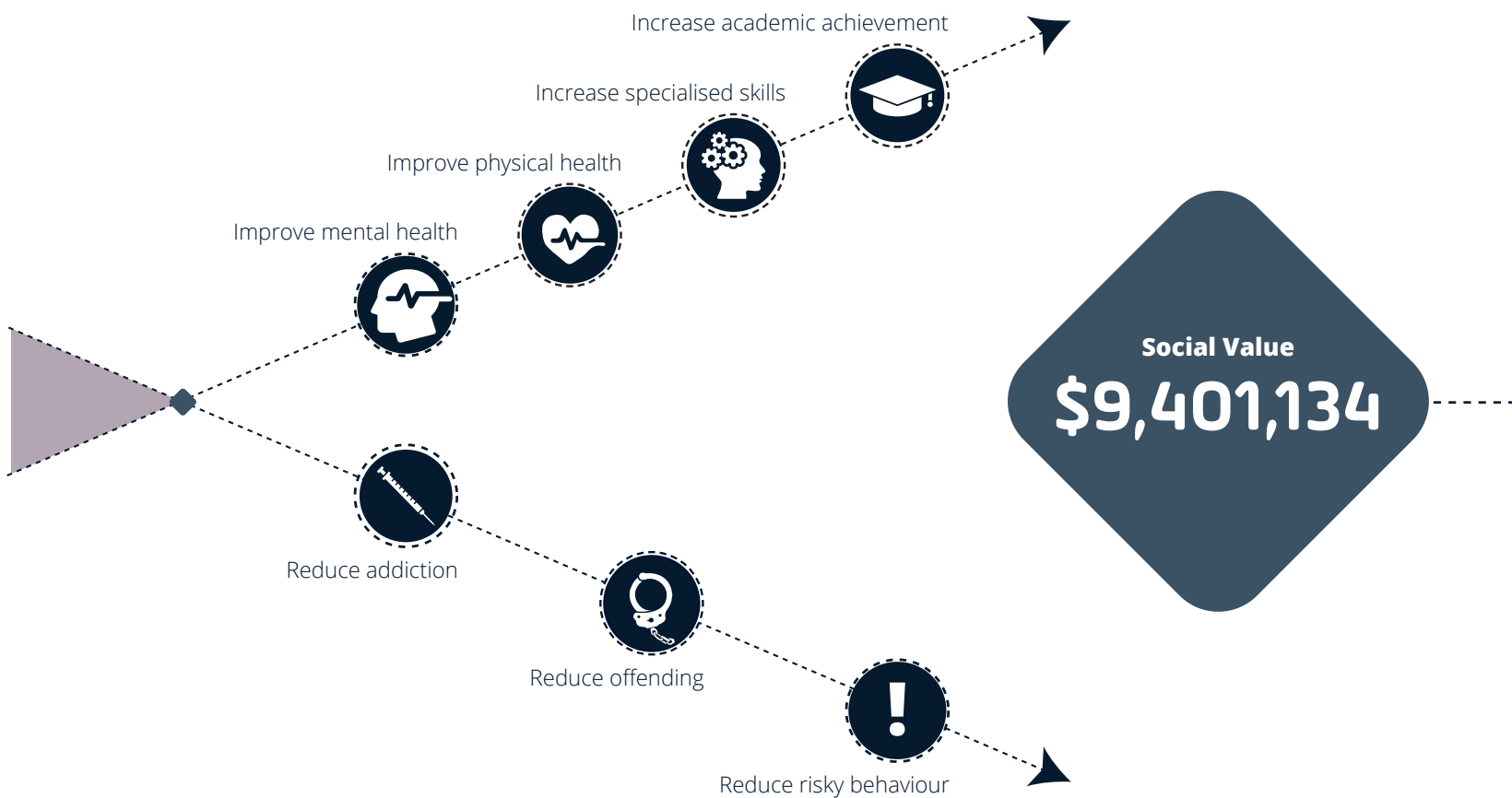
These outcomes do not directly contribute to this year's social value calculations.

- Increase discipline
- Improved leadership
- Increase confidence
- Increased community involvement
- Improved communication skills
- Improve resilience
- Improve teamwork skills

GoodMeasure results summary

Every year, the NZCF Annual Training Programme delivers \$9,401,134 of measurable good to society in New Zealand.

The NZCF Annual Training Programme's real-world value is even greater than this, as some outcomes such as improved leadership cannot yet be directly quantified with available data.

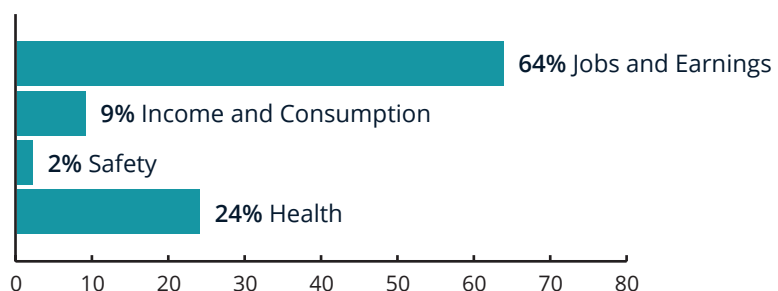


Social value breakdown

The NZCF Annual Training Programme creates social value across different aspects of people's lives.

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

Social value by domain (%)



When we consider the operating costs of the NZCF Annual Training Programme, 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:	\$9,613
Measurable benefits as proportion of programme cost:	210%
Cost of the programme per participant:	\$3,998



This means that every dollar invested in the NZCF Annual Training Programme delivers **\$2.10** of measurable good to New Zealand.

(01 Jul 2022 - 30 Jun 2023)

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 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.

◆ Personal Development

- The programme provides opportunities for cadets to develop leadership skills through a balance of experiential learning and authentic leadership situations. These situations become increasingly complex over time and are supervised by adult volunteers who consistently offer feedback to the cadets, regarding their context-specific skills, psychosocial skills, and the moral reasoning behind their leadership decisions.
 - The programme emphasises personal responsibility, self-discipline, resilience, and a strong work ethic, as pillars of success both inside and outside of the training environment, helping cadets to develop the resilience necessary to push through difficult situations.
 - The programme emphasises the importance of interpersonal skills such as empathy, collective problem-solving, and cooperation, giving cadets the opportunity to test and grow their skills within a supportive community.
 - The programme includes regular fitness sessions, encouraging cadets to build healthy habits, such as nutrition and physical activity, into their everyday lives.
 - Cadets have the chance to participate in a wide range of outdoor activities, including camping, hiking, and survival training. These experiences promote self-reliance and an appreciation for the natural environment.
 - The programme fosters participants' sense of achievement and competence as a result of their participation, progression, and mastery.
 - Cadets have access to role models and mentors who provide guidance and support throughout their development, increasing their sense of empowerment and belonging as members of a community.
-

◆ Career Preparation and Civic Engagement

- The programme prepares cadets for potential careers in the military or other related fields by providing practical training and exposure to military life.
- The programme instils professionalism, punctuality, and strong work ethics, ensuring cadets are well-prepared for the expectations of the working world.
- The programme teaches soft skills, including effective communication, adaptability, and interpersonal abilities, to prepare cadets for employment.
- The programme encourages cadets to give back to their communities through volunteerism and community service projects, promoting community engagement and social responsibility.

References and further reading

In compiling our reading lists we consider a wide variety of topics, focusing on specific aspects of service delivery or outcome attainment. Here are a selection of readings that may be of interest.

Bajwa-Patel, Meanu, Simon Denny, and Richard Hazenberg. "What is the social impact and return on investment resulting from the expenditure on the Cadet Forces? Year 3 Interim Report." *The Institute for Social Innovation and Impact* (2020).

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See, Beng Huat, et al. "Does participation in uniformed group activities in school improve young people's non-cognitive outcomes?" *International Journal of Educational Research*, Volume 85 (2017): 109-120.

Appendix

Note:

Data and percentages throughout this report may have been rounded.

About ImpactLab

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

Our story

Our team at ImpactLab has seen the power of understanding social change. Our founders came together working in the public sector, where we led the development of new processes to link social value measurement with decision making. We believe that all organisations should be able to understand and improve their social impact. Our mission is to help impact creators and investors make decisions that change more lives.

Our team

To make better decisions, it's crucial to consider both the hard facts and the human stories that substantiate them. Our family of researchers, data scientists and statisticians are committed to combining powerful analytics with what you know works for your community.

Alongside expertise in data-driven decision making, our team brings a wealth of real-world experience. We are parents, teachers, volunteers and customers of social services.

Contact us



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Key Terms

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.

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.

