

# MAKING VOLUNTEERING COUNT: A Balanced Scorecard Approach for Infrastructure



Chris Wade, Time for Impact



# Time For Impact



## Our Missions

- 1. Unmask the Impact :** Reveal the hidden ROI of volunteering for mission driven organisations
- 2. Unlock the potential:** Help organisations turn goodwill into action, increasing participation in causes.
- 3. Shape the future of volunteering:** lead the charge in innovation and thought leadership.

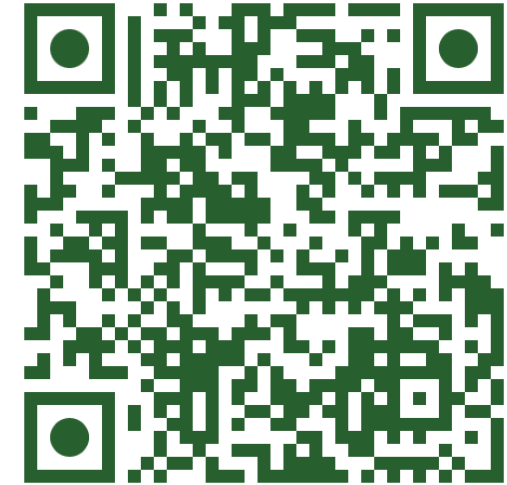


Chris Wade, Time For Impact

[Chris.wade@timeforimpact.co.uk](mailto:Chris.wade@timeforimpact.co.uk)

[WWW.TimeForImpact.co.uk](http://WWW.TimeForImpact.co.uk)

# Time for Impact Podcast



# Why focus on measuring the impact of Volunteering Infrastructure?

- Tells us where to focus attention : Strategy Development.
- Allows us to monitor progress and impact.
- Demonstrates our value to customers and funders
- Helps us hone our practice.
- Cost-Effectiveness
- Honesty and Transparency
- Build Trust



# How is volunteering impact often measured?

- Scan annual reports and you will typically see;
  - Numbers of volunteers
  - Increase in numbers of volunteers
  - Hours given
  - An estimated value of these hours
- Yet;
  - They tell us little of the value or impact our volunteers bring?

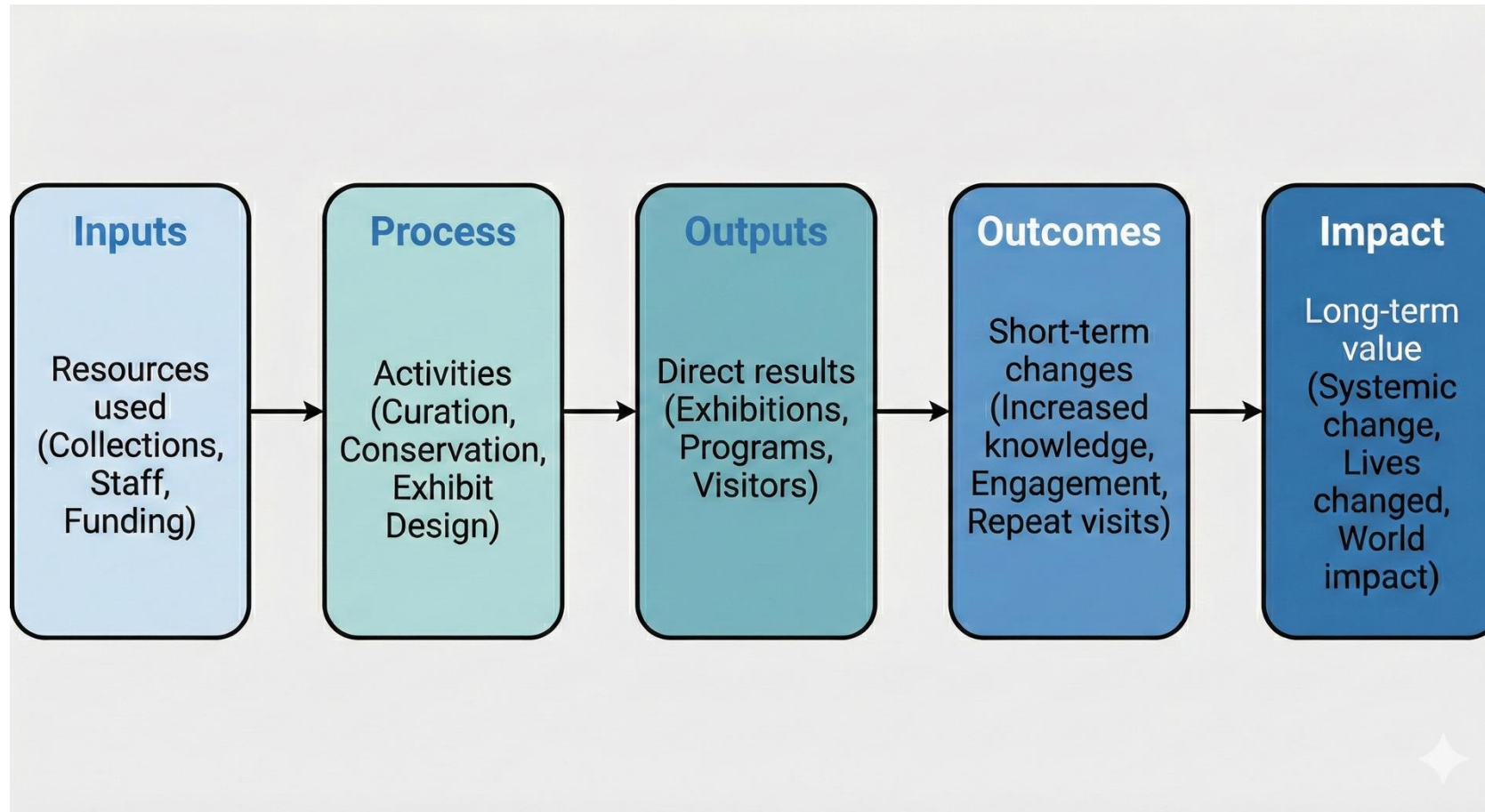


- Data
- Stories
- Feedback
- Comparisons / Benchmarks
- Before and After
- Counterfactuals
- Hypotheses and pilots
- Proxies
- Quality and sustainability
- Lived Experiences
- Negative Case analysis

# Intel as your Amplifier



# Inputs, Processes, Outputs, Outcomes, Impact

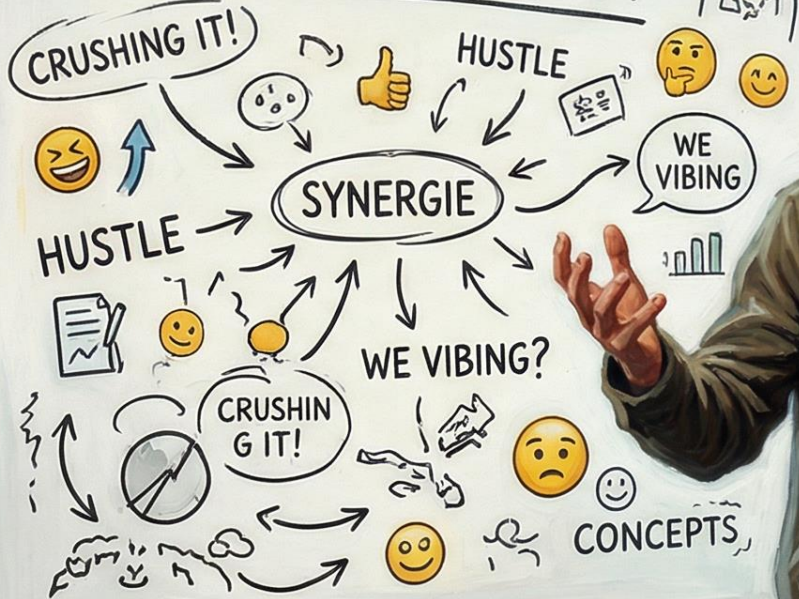




# Logic Models – Can you show the link between Activity and Impact?



# SYNERGIES & VIBES: A NEW PARADIGM



Manager  
(Leo, 30s)

"...so we gotta be *\*fluid\**,  
iterate fast, leverage the  
'it' factor, and just *\*move  
fast and break things\**  
for peak synergy!  
The data is just, like,  
an *energy feeling!*"

WHAT IS THIS CHAOS?  
Where are the KPIs? Metrics? This is  
completely unprofessional! I need  
facts, not 'vibes'! I don't understand  
this language!



## Do you speak the same language as your Funders?

CEO  
(Margaret, 60s)



Haywards



- Tool developed for private sector by Kaplan and Norton in 1992 at Harvard.
- Recognised that financial measures alone were not good predictors of long-term investments
- Success was driven by many factors and a ‘balanced scorecard’ was needed to provide a **balanced view of likely success**.
- Companies using balanced scorecards outperformed others using financial metrics alone.





Not just measuring output metrics



Tied to strategy delivery



Focus on where we are or can make difference



Drives decision-making and investment



Unites staff, volunteers and management on key foci.



Tool to measure success, progress and determine next steps



Demonstrate Return on Investment



Influence Boards.





# A Traditional Balanced Scorecard

## Financial

Answers the question: How do we look to our shareholders?

Market Share  
Financial Health etc

## Customer

Answer the question: How do our customers see us?

Delivery speed  
Customer feedback  
Quality of our products

## Learning and Growth

Answer the Question:  
How can we improve and create new value?

Carbon footprint  
Efficiency  
Reduce Waste

## Internal Business Processes

Answer the question: What must we excel at?

Recruitment process.  
Safety  
Knowledge management



# A Volunteering Infrastructure Balanced Scorecard

## Investors perspective

How do we deliver on the mission of our funders?

## Volunteers' Perspective

How do our actions improve the life of volunteers?

## Volunteering Organisation's perspective

How do we deliver on the mission of the organisations we support?

## Value and Growth

What can we do to deliver even more value in the future? What future potential do we have?

## Critical Business Processes

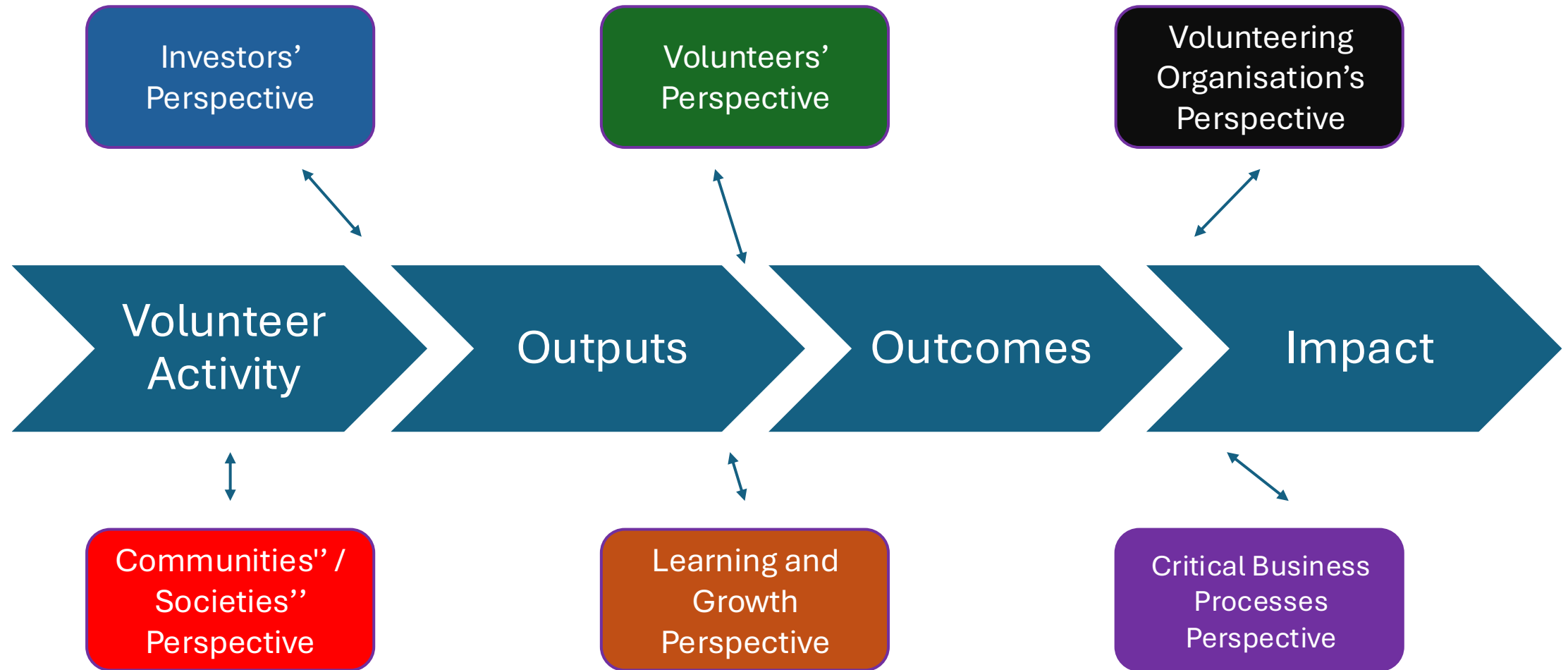
What must we excel at to boost volunteering? How does volunteering aid the volunteering ecosystem.

## Community / Society's perspective

How does volunteering benefit the local community and wider society?



# Logic Models



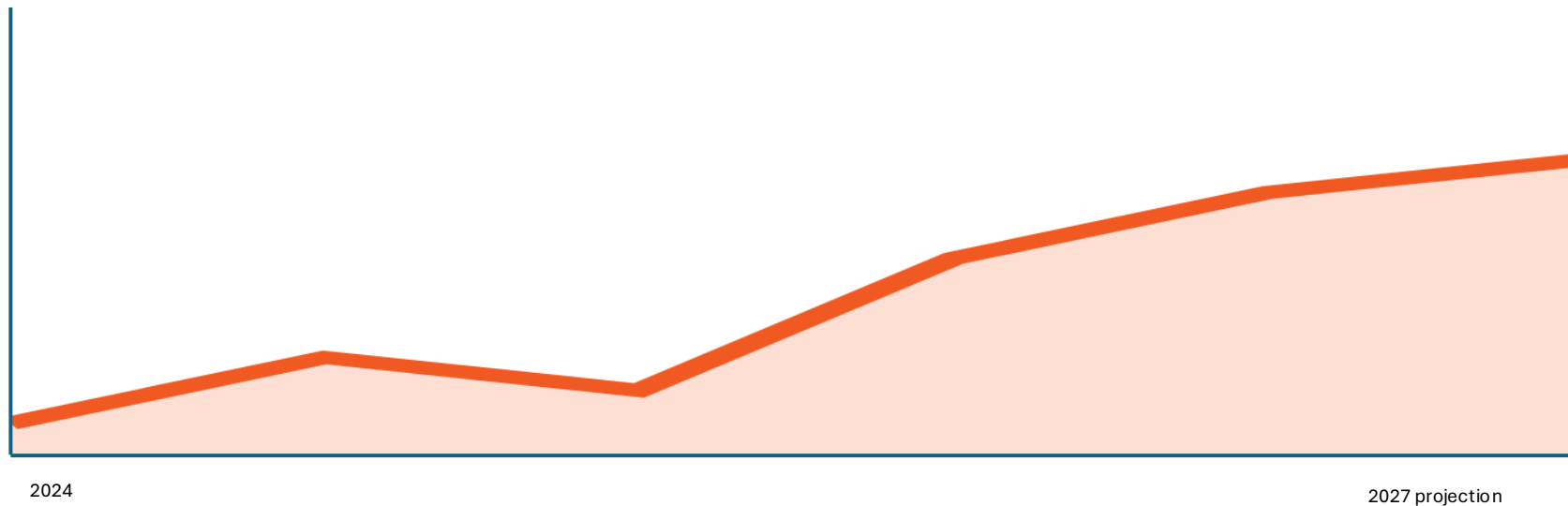
# Scorecard examples – A Volunteer Leadership Initiative

Perspective	Activities	Outcomes	Impact	Targets
<b>Volunteers</b>	Learning sessions, 1:1 Coaching, Peer Mentoring	Increased confidence, solidarity & skill acquisition	Improved well-being; Pathway to paid charity sector roles	85% confidence gain; 20% move to paid work
<b>VIOs / Groups</b>	Leadership Community of Practice (CoP)	Stronger leadership; Higher networking capacity	Better recruitment and retention of frontline volunteers	30% improvement in volunteer retention
<b>Community</b>	Active Action Learning sets in-situ	Cohesive network of local community leaders	More resilient and active local voluntary sector	10 new community-led projects p.a.
<b>Future Value</b>	Alumni programme	Sustainable pipeline of future Trustees/Directors	Long-term institutional memory and systemic stability	15% move into Board-level governance



# PERSPECTIVE: COMMUNITY RESILIENCE

## Growth in Community Action



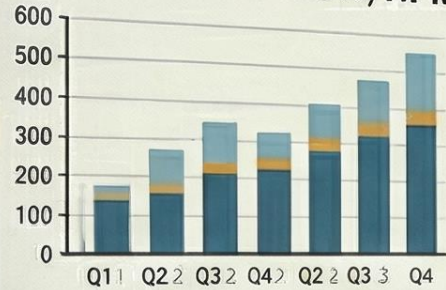
The cumulative effect of infrastructure: Better leadership leads to a more active, responsive community ecosystem.



# AFTER: ALIGNED COMMUNICATION

## Q4 MARKET ENTRY STRATEGY & GROWTH METRICS

- KPIs (CAGR: +15%, NPM: +7%)



- SUPPLY CHAIN EFFICIENCY: OPTIMIZED
- DATA-BACKED COST REDUCTION



Manager  
(Leo, 30s)

"...by benchmarking operational spend against historical data and implementing targeted KPIs, we achieved a sustainable 7% increase in net profit margin. Our growth strategy is aligned with your expectations for quantifiable metrics."

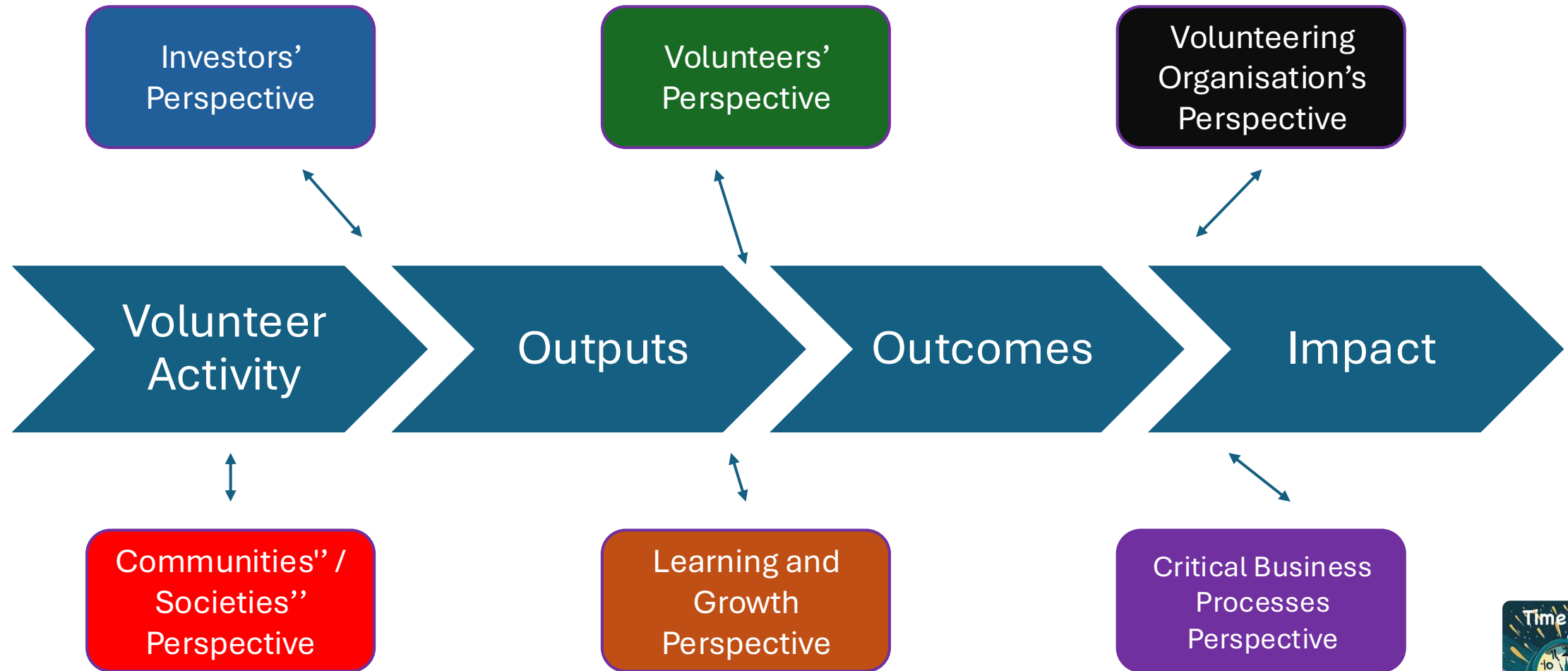
This is excellent, Leo. Precise, metric-driven, and perfectly aligned with our strategic goals. Precisely what I needed to see.

CFO  
(David, 40s)

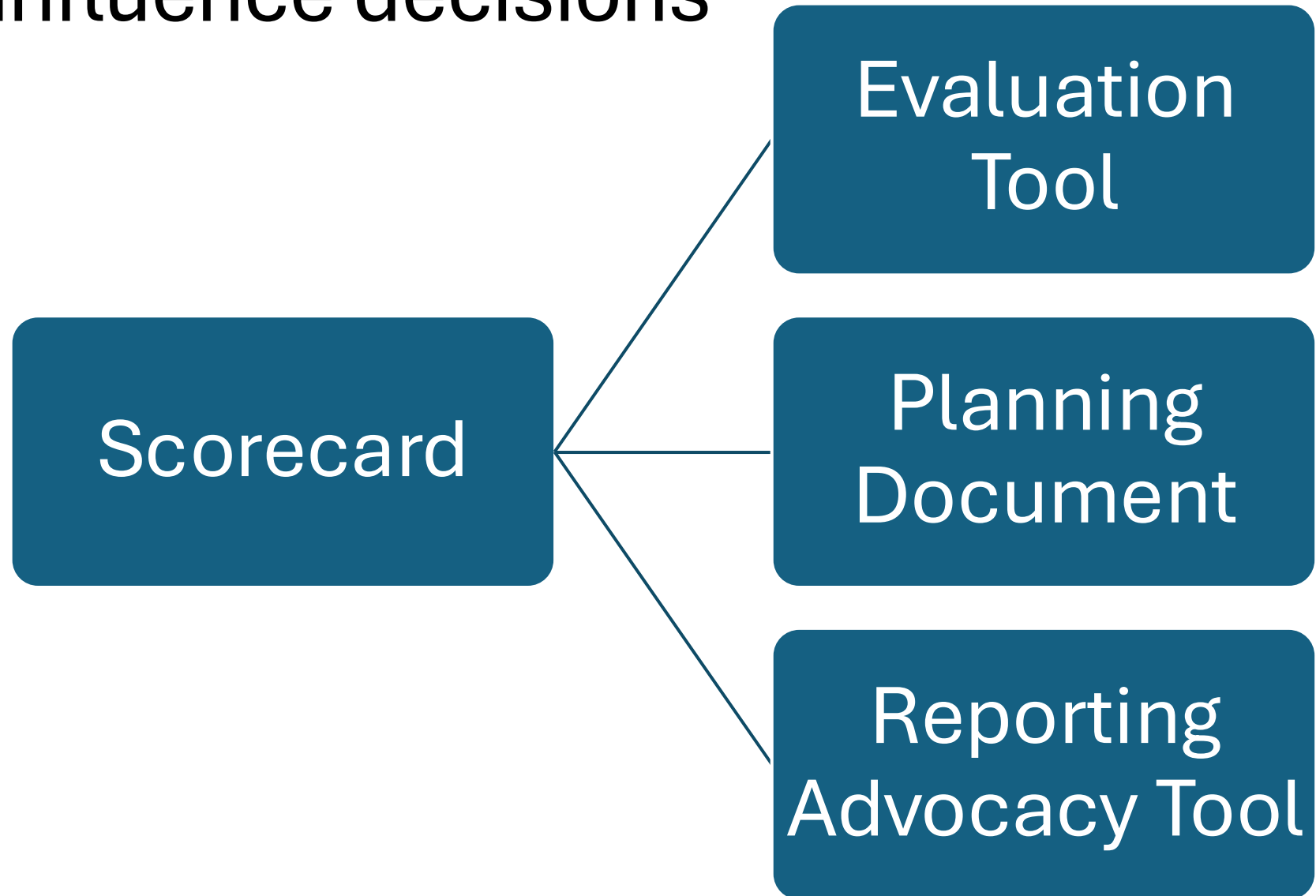
CEO  
(Margaret, 60s)



# How would you link Activity to Impact and outcomes?



# Power to influence decisions



# Partner with Time For Impact

## Capture and Leverage Your Value

We help infrastructure bodies demonstrate their worth using robust **Balanced Scorecard** methodologies.

- **Collaborative Exercises:** Tailored workshops to identify your specific strategic drivers and impact metrics.
- **Staff Empowerment:** Training your team to provide high-level impact support directly to VIOs.
- **Strategic Influence:** Tools to turn complex data into compelling funder reports and public advocacy.

### Get in Touch

Contact us today to organize your impact-mapping workshop and start making your infrastructure count.





# Volunteering Impact Step-by-Step Tool.


Playing

Please list your organisation's main goals. You can find these in your company strategy, mission statement, or other official documents. Record one goal per sticky note.

Increase number of people involved in clinical trials	All people with the disease have access to support where they live	Young people, carers affected by the disease will have access to support		
Greater access to clinical support from health service	Ensure better access to wheelchairs	Increase income and expenditure on research by 10%		
Greater public awareness of the plight of people with the disease	Access to counselling services for families	Better financial support for people living with the disease		

different idea

Do the s of fu de



Volunteers provide group support sessions

Volunteers provide online support and information

Trained specialist volunteers deliver a structured program for young people (ages 11-18) who have a parent with a long-term illness.

Volunteers raise awareness with decision makers about the disease and campaign for better local services

Volunteers raise money for new support services, research and wheelchairs

Volunteer counsellors provide support

Retail Price £259 per year.

<https://www.timeforimpact.co.uk/volunteering-strategies/volunteer-impact-balanced-scorecard-toolkit>



Access for up to 20 team members.

# How do your Volunteering Experiences Compare?

- Independent
- GDPR compliant.
- Benchmarked against key research
- Not a staff survey
- **Cross sector comparisons**
- Top 10% award
- Only pay for completed surveys.
- Suitable for large or small volunteering teams.



<https://www.timeforimpact.co.uk/volunteering-strategies/volunteer-surveys>




Chris Wade

Time for Impact

[Chris.Wade@TimeForImpact.co.uk](mailto:Chris.Wade@TimeForImpact.co.uk)

[www.TimeForImpact.co.uk](http://www.TimeForImpact.co.uk)

 @TimeForImpact

 @Time\_for\_Impact

 Chris Wade Chartered FCIPD

