

# Influencing Up



A Guide to Gaining Executive  
Support for Volunteering and  
Volunteer Management

# What is Volunteering England?

**Volunteering England is an independent charity and membership organisation, committed to supporting, enabling and celebrating volunteering in all its diversity.**

Our work links research, policy, innovation, good practice and grant-making in the involvement of volunteers. Our members are drawn from the public, private and voluntary sectors including national charities, NHS Trusts, arts and sports organisations, colleges and universities, and local community projects. On behalf of our members and the wider voluntary sector, we work with local and central Government, research agencies, think-tanks and other organisations.

Volunteering England is at the centre – bringing ideas and people together, developing better networks and structures, and initiating projects to support volunteering in a wide range of fields, such as health and social care, sport, student and employer-supported volunteering.

## Copyright Information

Copyright © 2010 Volunteering England

This guide has been produced as a free resource by Volunteering England for members of the wide-ranging community of people who manage volunteers.

Users may share this material – by distributing copies of the electronic edition, or reproducing extracts in print or other media – provided they make no changes to the content, and distribute it at no charge. We ask users to ensure that they attribute this document to Volunteering England when sharing it.

## Disclaimer

This guide is designed to provide useful information and guidelines to gaining executive support for volunteering and volunteer management. Although all possible care has been taken, and the publishers believe the contents to be accurate and correct, no guarantee can be given. You should always seek proper advice before making any important decisions.

# What is the Volunteer Management Programme?



**In May 2009, following the recommendations of the 2008 Commission on the Future of Volunteering, Capacitybuilders announced a new two-year, £3 million programme providing support to people who manage volunteers.**

Capacitybuilders is the government agency responsible for improving the advice and support available to charities, voluntary groups and social enterprises in England. They work in partnership with providers of advice and support to ensure that the services provided are efficient, sustainable, inclusive and responsive to the needs of local communities.

Capacitybuilders and its programmes are primarily funded by the Office for Civil Society. The Volunteer Management Programme is being managed according to the following three Strands:

**Strand A:** Two years' grant funding for local volunteer infrastructure organisations to provide local outreach to people who manage volunteers.

**Strand B:** Two years' national strategic support of volunteer management led by Volunteering England.

**Strand C:** Up to £1 million bursary fund to pay for training for people who manage volunteers.

## Why have we created this guide?

**Volunteering England has created this guide to support people who manage volunteers in gaining executive support for volunteering and volunteer management. This is one of the outcomes of a broader campaign, funded by Capacitybuilders, to increase recognition of, and investment in, volunteer management throughout the third, public and private sectors.**

It draws on Volunteering England's wealth of experience and expertise as an organisation that has been providing advice, information and good practice resources on volunteer management since it was established through a merger in 2004, fusing the legacy of several organisations, which between them, had decades of experience in the volunteering sector.

We very much hope you find the guide to be a valuable resource in gaining executive support, and that it aids you in driving volunteering and volunteer management to the forefront of your organisation's agenda.

# Contents

## Section 1: Introducing the Guide

## Section 2: Setting the Scene

Part A: Why is it important to gain executive support?

Part B: Who do I need to target?

## Section 3: Implementation

Part A: What are the key messages I need to convey?

Part B: How can I convey these messages?

Part C: What else do I need to consider?

## Section 4: Overcoming Barriers

Part A: What barriers might I face?

Part B: How can they be overcome?

## Summary

## Appendix 1 - Evidence of the benefits of investing in volunteering and volunteer management

Part A: Case studies

Part B: Reports, Assessments & Tools

## Appendix 2 - General Volunteer Management Resources



# effective

## Section 1: Introducing the Guide



*“Senior management endorsement and support is vital if an organisation’s Volunteer Services are going to be successful. So often volunteering ends up at the bottom of the list of priorities and it is a struggle for people who manage volunteers to get management buy-in. This guide helps arm people who manage volunteers with the tools they need to get their message across clearly to senior management and help make volunteering a key part to an organisation’s strategy.”*

Charlotte Mackenzie Crooks, Volunteer Services and Work Experience Manager, Chelsea & Westminster Hospital NHS Foundation Trust, and Training & Development Officer, National Association of Voluntary Service Managers (NAVSM)

## Who is this guide for?

This guide is aimed at anyone who manages volunteers, including those responsible for recruiting, co-ordinating, leading, supporting, administering and organising volunteers, as well as those involved in the strategic management of volunteer programmes.

It can apply to people who manage volunteers in public, private or third sector organisations.

This includes:

- People managing volunteers full time, or as part of a wider role, whether paid or unpaid
- Decision-makers from Volunteer Centres, especially those with responsibility for driving the strategic development of their Centre
- Student volunteering practitioners in Higher and/or Further Education
- Corporate Responsibility, Human Resources, and Training & Development departments overseeing Employer Supported Volunteering (ESV) Schemes
- Voluntary Service Managers working in the NHS and/or other health services.

## What will it enable me to do?

The purpose of the guide is to help people who manage volunteers to increase their knowledge, gather evidence and develop a sound strategy for gaining executive support and investment in volunteering and volunteer management.

*“Good volunteer management isn’t something we should take for granted - it needs to be celebrated and supported. This guide is both a timely reminder of the importance of getting organisational buy-in for volunteering programmes, and a practical overview of how to do it.”*

John Braime, Volunteering Manager, UCL Union, and Chair, Workers in Student Community Volunteering (WiSCV)

It aims to enable you to:

- Think about why it’s important to gain executive support
- Decide what you want to achieve
- Plan who to approach
- Define key messages and arguments
- Identify the best methods of conveying those messages
- Recognise barriers and develop ways of overcoming them.

# supportive

## Section 2: Setting the Scene





# Part A: Why is it important to gain executive support?

Executive support and investment is crucial to ensuring the success and sustainability of any vibrant and effective volunteer programme.

Securing the interest and support of senior decision-makers can help to:

- Increase funding and resources for volunteering and volunteer management
- Encourage the appreciation and recognition of volunteer management, its value and professionalism
- Raise the profile of volunteering amongst internal and external stakeholders
- Ensure volunteers feel involved and valued
- Create diverse roles for volunteers and expand the ways in which they contribute to the organisation
- Improve understanding of volunteering and volunteer management, as well as the benefits they bring to the organisation
- Improve the representation of volunteering to the Board and to Senior Management

*“As Chair of the Warwick Volunteers’ Steering Committee, I am fully aware of the opportunity for students to develop a complex range of skills, along with a more holistic experience of society, through undertaking community-based volunteering activities.”*

Professor Ann Caesar, Pro-Vice-Chancellor,  
University of Warwick

*“Volunteers fulfil every role that covers our remit: working in shops, in the field, as PR specialists, within the HR team, as architects, electricians, and more.”*

Alan Murray,  
Head of Volunteering Development,  
RSPB





## What's more, executive support for volunteering and volunteer management can benefit the organisation as a whole.

Numerous organisations involve volunteers in their work, and some are even volunteer-led. Volunteers provide an invaluable human resource, and many organisations simply couldn't deliver the same level and quality of service without them. For example, the National Trust has 55,000 volunteers, the RSPB some 14,900 and the NHS involves over 300,000.

As you will see in later sections of the guide, it has been proven time and time again that the level of benefit an organisation gains from volunteering is directly correlated to the amount of investment made in it. The more support and investment the volunteer programme receives from key decision-makers, the greater the benefit is likely to be in terms of financial return, organisational stability, organisational image and impact on service users.

*"The case for employee volunteering has been made, the value of it is accepted and the organisation does it well because we operate with a culture of professional responsibility."*  
Richard Brophy, Head of Corporate Responsibility, Herbert Smith

*"Linking volunteering with our business strategy has brought benefits you cannot put a price on."*  
Anne Reed, Community Affairs Manager, Yorkshire Water

## What's it got to do with me?

Perhaps more than you might think! As someone who is involved with your organisation's volunteer programme on a daily basis, you are in a key position to effect change regarding perceptions of volunteering and volunteer management.

It's up to you to start the ball rolling and to speak out for what is best for your organisation. This will ensure that your organisation obtains the maximum benefit from volunteer involvement, whilst guaranteeing the best deal for volunteers as well.

If you, as the main voice for volunteering within your organisation, don't openly push for proper recognition of the importance of volunteer management or of volunteers themselves, it's not difficult to understand why executive decision-makers may be slow to provide support.

## But what if no one listens?

It can be hard to make your voice heard amongst all the other funding requests and appeals for increased support from different departments and stakeholders. Sadly, volunteer programmes often find themselves at the bottom of the pile when it comes to budget allocations, and, in some cases, funding for volunteering and volunteer management has been cut. All too often, volunteers are seen as a cost-free resource, and as a result volunteering suffers from persistent under-investment.

Yet times are changing. The very fact that this guide has been produced, and the Volunteer Management Programme developed, is because the Government and many organisations and infrastructure bodies ARE recognising that although volunteers give their time freely, they are not cost-free. Organisations are realising the value and importance of investing in people who manage volunteers, as well as volunteers themselves.

The Office of the Third Sector (now replaced by The Office for Civil Society) allocated is providing £3 million of support to people who manage volunteers from 2009-11. It will only be a matter of time before more organisations start realising what they're missing and begin recognising the benefits of investing in volunteering and volunteer management. Why not help drive volunteering and volunteer management to the forefront of the executive agenda? Making a difference starts with you; as soon as your senior decision-makers realise that you and your volunteers are not only helpful, but essential to achieving the organisation's mission, increased support and investment will follow much more readily.

What's more, if people who manage volunteers all begin to "influence up" and promote the importance of investing in volunteering and volunteer management as a collective, much more of an impact will be made at a national level.

## How do I go about gaining executive support?

The first task is to decide exactly what you are aiming to achieve from "influencing up". What results are you looking to obtain? What will success look like? It is important to set yourself clear, relevant and attainable objectives because they will guide you as you develop your strategy.

These objectives will depend very much on your particular organisation, its remit, scope, structure and purpose. Please revisit the reasons why it is important to "influence up", and consider which are most relevant to you and to your organisation. You may also like to come up with objectives of your own.

Aim high, but also be realistic; change doesn't often happen overnight. It will take you more time to achieve some objectives than others, and remember that you will be working around other deadlines and commitments – both yours and those of the people and departments you are trying to influence.

Once you have defined your goals, you will be ready to move on to the rest of this guide, which focuses on helping you to develop a strategy for achieving your "influencing up" objectives and gaining executive support.

## Part B: Who do I need to target?

**Now that you're clear about what you want to achieve from "influencing up", the first task in developing your strategy is to decide who you need to influence in order to gain executive support. Which are the main people and/or departments you should take into account? Think about the structure of your organisation – who reports to who and which responsibilities lie with which members of staff.**

Here are some suggestions of people and departments you might approach. Obviously not all will be relevant for every organisation; some organisations have a Corporate Responsibility department and some do not. Choose the ones that fit with your particular organisational structure and remit.

- Chief Executive / Director General / Vice Chancellor
- The Board
- Senior Management team
- Your line manager
- Middle managers
- Human Resources department (HR)
- Corporate Responsibility department (CR)
- Training & Development department
- Finance department
- Your volunteers

It is important to consider everyone who is in a position of influence in your organisation. The most obvious target is the Chief Executive, Director General, Managing Committee or whoever stands at the helm of the organisation. If this person, or group of people, don't value the volunteers or the people who manage them, it will be difficult to encourage other staff members to endorse investment and support.

It's also helpful to target whoever is in charge of budget allocations, as they are key in deciding how much funding is allocated to the volunteer programme. Finally, make sure you involve your volunteers in the process – if you are going to speak out on their behalf, it's important that they support what you're saying, and are being seen to do so. Volunteers are often the most powerful advocates for volunteering, and if they understand the need for investment, they can add considerable strength to your case.

# proactive

## Section 3: Implementation





# Part A:

## What are the key messages I need to convey?

**Now that you have defined what you want to achieve and who you need to approach in order to gain executive support, the next task in developing your strategy is to identify the key messages you want to convey.**

Think carefully about what kind of messages are appropriate for your organisation, and which will be the most effective. It is fundamental to consider your organisation's mission and overall strategies at this stage. Any argument you put forward for investing in volunteering and volunteer management must be aligned to this mission. If you can show that investing in volunteering and volunteer management is strategically advantageous to the organisation in that it furthers the overall mission and core objectives, you are far more likely to gain executive support.

It's best to keep your arguments clear and concise; three robust messages will probably have a greater impact than ten unconvincing ones. Also consider whether you will need to convey different messages to different people/departments within your organisation.

The next few pages give some suggestions of messages and arguments you could use to make your case, but remember to relate them back to your own organisation. For example, if your organisation is looking to increase service delivery, how could you argue that investing in volunteering will help achieve this?

Make sure you back up your arguments with hard evidence. You'll find a selection of invaluable resources in the Appendix that will help you demonstrate the benefit that investing in volunteer management and in volunteering has brought to other organisations. Relate these resources back to your own case and show senior decision-makers just exactly what your particular organisation stands to gain from its volunteers and the people who manage them.

The two most fundamental concepts you need to ensure that senior decision-makers appreciate are the **value** and **professionalism** of the volunteers and the people and systems that support them.



## Volunteers are essential to achieving the organisation's mission because they can:

- **Add value to your organisation**

*"Volunteers are often described as the 'life blood' of the George House Trust. Today, over 100 volunteers, from a range of communities, support and lead the organisation's work. In 2008-2009, they gave over 7,000 hours of time. In financial terms this amounts to a contribution over £72,000 a year to the organisation."*

Laura Hamilton, Volunteer and Development Manager, George House Trust

- **Support the growth of the organisation and expand budgets (volunteers don't just save money; they can increase profits!)**

*A 2006 pilot survey of 59 hospices estimated that the economic value of volunteers to UK hospices was £112 million. In England, the economic value of volunteers was nearly equal to the contribution from the NHS.*

Help the Hospices (2006) Volunteer value: a pilot survey in UK hospices, Help the Hospices: London

*In 2007-08, formal volunteers contributed an estimated £22.7 billion to the UK economy.*

The UK civil society Almanac 2009, published by NCVO and calculated from the Citizenship Survey 2007-08 data

- **Increase organisational sustainability**

*"We value our volunteers very much; we could not run without them."*

Paul Blakey, Halifax Street Angels

- **Boost the organisation's perceived credibility**

- **Fulfil a different role from paid employees**

*98% of patients at Luton and Dunstable Hospital NHS Foundation Trust felt that the volunteers brought special qualities to what they were doing because they were volunteers.*

Assessing the Impact of Volunteering in Luton and Dunstable Hospital NHS Foundation Trust, Simon Teasdale, Institute for Volunteering Research, June 2007

- **Provide a variety of skill sets**

- **Have a positive impact on service provision**

*"We need volunteers to help us achieve our goals; at the same time we can help them to achieve their goals and aspirations, it's a win-win situation."*

Head of Volunteer Development, Barnardos Midlands

- **Have the time to concentrate on one client, task, or issue**

- **Be ambassadors for the organisation**

*94% of staff at Chelsea & Westminster Hospital NHS Foundation Trust agreed that volunteers acted as good ambassadors for the Trust. 93% of staff thought that by working together, staff and volunteers were able to provide better levels of service to patients.*

Assessing the Impact of Volunteering in Chelsea & Westminster Hospital NHS Foundation Trust, Simon Teasdale, Institute for Volunteering Research, May 2007

- **Add diversity**

- **Build stronger links between your organisation and the communities it works with**

*"Volunteering is a great way to feel good about the company we work for. It's a way to show the human side of Microsoft, which is not always apparent to the outside world. We can show that we are decent human beings, and that's got to be good for the company as a whole."*

Director of Corporate Affairs and Citizenship, Microsoft UK

- **Bring a fresh perspective, experimenting with new ideas and service approaches**

## The added value the organisation stands to gain from volunteering is directly correlated to the investment made in it.

The same argument stands for volunteer involvement as it does for fundraising: the greater the investment in volunteering, the more thought that has gone into it and the more robust the business case that backs it up, the greater the return should be.

*The Opportunities for Volunteering Scheme (OFV) is funded by the Department of Health and part administered by Volunteering England. From 2006-2009, 18 projects were funded through the scheme, enabling the recruitment and training of an additional 1234 volunteers. A total of 80,717 extra hours were volunteered across all the projects and 18,393 service users were supported. If a gross average hourly wage of £12.34<sup>2</sup> is attributed to each of the hours volunteered across the three years, this would result in a notional wage value of almost £1 million.*

2006-2009 Opportunities for Volunteering Scheme Evaluation Report

*A recent study of eight volunteer-involving organisations across Europe, including three in the UK, demonstrated a high level of value: for every £1 organisations spent on supporting volunteers, they received an average financial return worth between £3 and £8.*

Gaskin, K. (2000) Valuing volunteers in Europe: a comparative study of VIVA: Research Bulletin IVR: London

*Barnardo's has calculated that adding an extra volunteer to any one of their charity shop staff teams would bring in an additional £1000 revenue a year. Given that Barnardo's owns 360 shops, involving an additional volunteer in each shop would raise a total of £360,000 a year!*

Figures provided by David Booker, Director for Volunteering (UK), Barnardo's

## People who manage volunteers are crucial to ensuring an effective and efficient volunteer programme.

*"The National Trust does well in recognising good management generally. Good management knows that good people management is important, and this applies to volunteers as much as anyone managing paid employees."*

Mark Crosby, Deputy Head of Volunteering, National Trust

*"Some of the most cost-effective dollars we can invest may be in a volunteer manager, who can generate far more value from volunteer hours than we ever invested."*

Bruce Esterline, Vice President for Grants, The Meadows Foundation. Source: "A Guide to Investing in Volunteer Resources Management

*"Barnardo's Midlands has a strong line and lead manager structure to support the involvement of volunteers. Within each project or shop there is at least one post with clear responsibility for volunteers, and this responsibility is then transferred up through the line management chain."*

Barnardo's Midlands Investing in Volunteers Final Report



## Part B: How can I convey these messages?

**Now that you have defined what you want to achieve, who you need to approach, as well as the key messages you need to convey, the next step in developing your strategy is to determine the methods you're going to use to get your messages across.**

When trying to gain executive support, it's not only important what you say, but how you say it. You need to convey your messages effectively and get your approach right from the start because you might only get one opportunity to put your case forward. You need to be prepared and to have planned your method of approach well in advance.

Think about which methods of communicating your messages would work most effectively in your organisation. What could you do to really get people listening? Also consider whether you will need to express your messages in different ways to different people or departments within your organisation.

Here are some examples of methods you could use and actions you could take to communicate your messages:

- Lobby for your organisation's mission statement to reflect the importance of the volunteer programme, both in terms of its volunteers and the people who manage them.
- Push for the volunteer programme to be key element of all Board meetings.
- Attend senior management meetings if possible, and if not, try to include items about the volunteer programme on the agenda and ask your line manager to report back to you in supervisions about any relevant points discussed during the meetings.
- Press for face-to-face meetings with senior members of staff, presenting evidence of the volunteer programme's impact on the organisation. If this doesn't work, try to grab a few minutes of their time over a coffee break or during lunch.
- Send regular engaging reports to management about key progress with the volunteer programme and the impact it is having on the organisation. Think about asking a volunteer to help you with this.
- Work with your communications department or team (if you have one) in order that they see the value of volunteering. Submit articles and reports to the local media, internal and external publications, online magazines, newsletters et al demonstrating the achievement of your volunteers and their contribution to the organisation.

*"Volunteering is one of the six 'big ideas' of Vision 2030, an ambitious plan outlining Gateshead's targets for the future. We want Gateshead to be known as a national leader in promoting and supporting volunteering."*

Frances Mudd, Gateshead Council



- Engage volunteers in the process with you, demonstrating how you partner with them, and giving executives the chance to meet them and see them .
- Demonstrate clear arguments for investing in volunteer programmes through case studies, impact assessment and other hard evidence (see Appendix for more examples).

*Volunteers at Chelsea and Westminster Hospital NHS Foundation Trust add a notional value of £684,117 each year. The costs of supporting the volunteers are around £65,000 a year. Thus for every £1 spent supporting volunteering, £10.46 of value can be said to have been created.*

*Assessing the Impact of Volunteering in Chelsea & Westminster Hospital NHS Foundation Trust, Simon Teasdale, Institute for Volunteering Research, May 2007*

- Identify one or more volunteer champions and highlight how the organisation has benefited from their volunteering. If possible, get the volunteers themselves to endorse what you're saying.
- If you have a volunteer forum, invite representatives from the local press to attend meetings.
- Ask your volunteers to complete reviews of the volunteer programme and submit the results of these to senior management.

- Gather testimonies of the value and importance of volunteering management and the volunteering programme from members of staff throughout the organisation.

*"All staff questioned agreed that volunteers had increased the capacity of the Stockport PCT as a whole."*

*Making the Difference, Assessing the impact of the Life to Years Volunteer Scheme, Jane Colling & Michael White, Stockport PCT & Stockport CVS*

- If your organisation has a Board of Trustees, try to engage the trustees in becoming a voice for volunteering within your organisation – they are generally volunteers themselves and usually receive great respect from both internal and external stakeholders.
- Join an organisational Board and encourage other people who manage volunteers to do the same. This way you can fulfil a senior position within an organisation and use your influence to help secure greater investment for their volunteering programme, while someone else does the same for you

## Part C: What else do I need to consider?



**There are several other points you should bear in mind when developing and implementing your “influencing up” strategy. Always:**

- Be realistic when setting targets, or otherwise you'll become disheartened and lose faith in the whole process
- Do plenty of research and back up your arguments with thorough and conclusive evidence
- Reach clear agreements with senior decision-makers
- Follow up any promises that are made
- Follow through with your own plans and action points
- Make time and plan ahead
- Be proactive and make your voice heard
- Choose your timing carefully and be aware of other people's deadlines and commitments
- Be proactive in sourcing additional funding for the volunteer programme
- Put yourself in the shoes of the people you're trying to influence and find out what makes them tick.

# resolve

## Section 4: Overcoming Barriers





## Part A: What barriers might I face?

**You've now considered why it is important to gain executive support for, and investment in, volunteering and volunteer management. You've defined what you want to achieve, who you need to approach, the points you need to get across and the methods of conveying them.**

Yet is it really that simple? Probably not! When you put this strategy into practice, you'll almost certainly find you come up against a series of barriers that might make gaining executive support seem like more trouble than its worth.

However, try not to feel disheartened! You're now in a much stronger position than before; you have devised a robust strategy for "influencing up", and hopefully you'll find that at least some of the barriers listed below have already been overcome as you've worked through each stage of development. Also, remember that identifying barriers is the first step to overcoming them.

You will need to think about which of the following barriers apply to your organisation and situation. Some of them will be more problematic than others, and perhaps you will think of different barriers that are more pertinent. Consider your own knowledge base and how confident you feel in gaining support, as well as the internal structure and dynamics of your organisation.

### Potential barriers to "influencing up"

- "I don't have time"
- "I don't have the funding and/or personnel"
- "There are too many internal politics and pressures in my organisation"
- "Senior management, the Board and/or other staff lack interest in, knowledge about and/or cooperation with my organisation's volunteer programme"
- "I and/or other relevant staff lack awareness of, knowledge about and/or skills in "influencing up"
- "My position in the hierarchy of the organisation means I am too isolated from senior management to make a difference"
- "I and/or other relevant staff don't feel confident enough to approach senior management"
- "I don't have enough evidence about the importance and value of volunteering and volunteer management in my organisation"



# Part B: How can they be overcome?

**Part B of this section considers the barriers listed in Part A and offers suggestions of ways in which you might overcome them. You will need to relate the suggestions back to your own organisation and think about which type of approach is likely to work best for you. An overarching way of overcoming most of the barriers is to network with other people who manage volunteers to gain and share tips, ideas and techniques about “influencing up”. In Appendix 2 of this guide, you’ll find some examples of networks for people who manage volunteers.**

## “I don’t have time”

- Effective forward planning is essential. When developing your work schedules, ensure you make “influencing up” a top priority.
- Ensure your line manager is aware and supportive of the work you are doing around “influencing up” and helps you make time for it.
- You may have to invest time during the initial stages of your “influencing up” strategy, but it’s a good investment because gaining executive support can save you time in the long run.
- Think about asking volunteers to help you write reports and articles, gather testimonies and collate other important evidence you’ll need for your “influencing up” strategy.

## “I don’t have the funding and/or personnel”

- “Influencing up” doesn’t necessarily need to cost anything – over and above your time. If you’re short of funds, stick to internal publications or free external methods of promotion.
- Be creative! Review some of the suggestions made in previous sections – there are plenty of ways to try gaining executive support that don’t require funding.
- Again, think about involving volunteers in the process with you.

## “There are too many internal politics and pressures in my organisation”

- This is in some way true of almost every organisation, whether large or small.
- Some people within your organisation are bound to get their voices heard more easily than others. Try to identify who these people are and think about approaching them first. If you gain the support of the key influencers, you will hopefully be able to side-step the politics and other pressures, and reach the senior decision-makers more easily.
- Having a robust strategy and clear messages, backing them up with convincing evidence, and delivering them concisely will help to get your voice heard above the rest.

## “Senior management, the Board and/or other staff lack interest in, knowledge about and/or cooperation with my organisation’s volunteer programme”

- Collate a comprehensive bank of clear evidence about the impact of volunteering on your organisation, demonstrating the value and professionalism of both volunteers and the people who manage them, as well as the financial return your organisation stands to gain from investing in volunteering.
- Involve volunteers in the process with you so that senior decision-makers can see first-hand the positive effect they have.
- Try to involve staff in the volunteer programme in meaningful ways, for example by encouraging them to write short articles about volunteers they’ve worked with, or by inviting them to volunteer social events, if appropriate.
- If you have a Board of Trustees, highlight the fact that trustees are often volunteers, so by endorsing the volunteering they also stand to benefit themselves and can use this good practice to support their role.
- Remember that change might not come about immediately. It’s important to stick in there and keep pushing volunteering up the organisational agenda.

## “I and/or other relevant staff lack awareness of, knowledge about and/or skills in “influencing up”

- You don’t need to be an expert to “influence up”! All you need is to collate robust evidence, devise a sound strategy, make time to implement it, and be aware of the barriers you might face. The second and last of these tasks you have already completed as you’ve worked through this guide – all you have to do now is collate your evidence and make time to put all your careful planning into effect!
- Revisit Part A of Section 2 and recall why it is important to gain executive support!

## “My position in the hierarchy of the organisation means I am too isolated from senior management to make a difference”

- It’s true that it is more difficult to make a difference if you are very removed from senior management. If this is the case, you’ll need to work through other key members of staff, such as your line manager and equivalent managers in other departments.
- Be proactive in getting your voice heard and use some of the techniques outlined in Section 3 Part B, for example asking your line manager to report back to you in supervisions about any relevant points discussed during senior management meetings.

## “I and/or other relevant staff don't feel confident enough to approach senior management”

- Gain the help of the key influencers in your organisation, and then you'll hopefully feel more supported in approaching senior decision-makers.
- Inform yourself as much as you can about the impact that volunteering and volunteer management have on your organisation. As you become more aware of their value and importance you should start to feel more comfortable and confident about promoting them.

## “I don't have enough evidence about the importance and value of volunteering and volunteer management in my organisation”

- Think about how your organisation would be affected if it didn't have anyone to manage its volunteers. This will help you to assess the impact you and other staff who manage volunteers are making.
- Think about how your organisation would be affected if it didn't involve volunteers in its work. Highlight the services that your organisation may not have been able to deliver without the support of volunteers.
- Gather case studies from your volunteers detailing the difference they have made to the organisation and the benefits they've gained from volunteering. Ask some of these volunteers to endorse the case studies by meeting directly with senior decision-makers.
- Collect case studies from your service users detailing the ways in which they have benefited from the volunteer programme.
- Request testimonies about the benefits of the volunteer programme from members of staff who have had direct involvement with volunteers.
- If you have access to the relevant figures and details, produce a report about the impact that volunteering has had on your organisation.
- Browse the appendix to this guide and draw upon any relevant and useful examples of evidence from other organisations.



# Summary

**You've now developed a robust strategy for "influencing up", considering why it is important to gain executive support, what you want to achieve, who you need to approach, the arguments you need to get across, the methods of conveying them and possible ways of overcoming the barriers you might face.**



Now it's time to start putting your strategy into practice! Please use the resources in the Appendix to help you. Presenting evidence that other well-known and influential organisations have seen the benefits of investing in volunteering and volunteer management, and are capitalising on this, might help persuade senior decision-makers in your organisation to follow suit.

If you'd like to find out more about the Volunteer Management Programme, please visit

[www.volunteering.org.uk/volunteermanagement](http://www.volunteering.org.uk/volunteermanagement)



# Appendix 1: Evidence of the benefits of investing in volunteering and volunteer management



# Part A:

## Case Studies

**All organisations that have contributed to this section of the Appendix have given their permission for these materials to be shared and distributed free of charge, provided that the content is not altered in any way.**

Not all will be relevant to your organisation, but please use those that will be of interest to senior decision-makers in your field of work. Think about including quotes or small sections of the case studies to support your arguments, and draw comparisons with your own organisation.

### A heads-up for volunteer management at Barnardo's

Barnardo's is reaping the benefits of having a dedicated volunteer management team. It currently employs 13 people to manage volunteers, some fulfilling specific roles, and others working generally in volunteer management. There are also two Volunteering Development Managers and at the top of the chain is the National Head of Volunteering. Eileen Burwood, Volunteering Development Manager for the Midwest area, tells us her view of why good volunteer management is so important and how much Barnardo's values it.

In Eileen's experience, volunteers are much more responsive and motivated when they are well managed, particularly in a big organisation such as Barnardo's. Having someone to manage the volunteers is vital, especially when dealing with large numbers of young people. A recent national retail report showed that adding an extra volunteer to any one of the charity shop staff teams would bring in an additional £1,000 revenue a year. Given that

Barnardo's owns 360 shops, involving an additional volunteer in each shop would raise a total of £360,000 a year! In response, Barnardo's is looking to introduce a further four people to manage their retail volunteers, in order to increase volunteering opportunities and to ensure proper volunteer management in their shops.

Volunteering and volunteer management are well-established in Barnardo's, and are greatly valued within the organisation. Eileen sees the National Head of Volunteering as fundamental to the success of the volunteer programme. To have someone at this high level who is dedicated to volunteering provides an invaluable point of contact and link with senior management. It gives volunteering and volunteer management the status they deserve and ensures that they form part of the organisation's strategic agenda.

However, Eileen is aware that volunteering and volunteer management don't always receive this level of support, and that the need for volunteer management is not always as well-acknowledged as it is in Barnardo's. She believes that volunteer management is often not fully appreciated, and this is always detrimental to an organisation as a whole, and particularly to the motivation of volunteers. Barnardo's is living proof of the advantages that committed and cohesive volunteer management and well-organised and motivated volunteers can bring to an organisation.





## Volunteer management flies high on the agenda at RSPB

Good volunteer management is vital to the smooth running of the RSPB as a whole; the organisation simply could not function to the same level without it. For every paid employee, the organisation works with approximately eight volunteers, who fulfil a wide range of roles, ranging from quantity surveyors to breeding bird surveyors. Volunteering England spoke to Alan Murray, Head of Volunteering Development at the RSPB, about the importance of volunteer management for the organisation and how they go about supporting and managing their 14,900 volunteers.

In Alan's opinion, it is as essential to invest in appropriate training and support for volunteers as it is for paid employees. Particularly key is investment in training for those who will be working with and managing volunteers. As Alan says, "It's not the same as managing paid staff. In a lot of ways it's actually trickier getting people to do something for your organisation unpaid."

The RSPB runs five 'working with volunteers' training courses a year for volunteers and staff responsible for managing volunteers. The course covers a variety of topics, such as reasons for involving volunteers, recruitment, induction, management and dealing with those occasional difficult situations.

The organisation employs ten Volunteering Development Officers around the UK, with another team of ten based in the Volunteering Development Department at HQ. Volunteers themselves are a key part of these teams because it is important for them to 'practice what they preach' with regard to

volunteer involvement and volunteer management. The role of the teams is similar to Human Resources, assisting staff and volunteers with all elements of volunteer management from identifying appropriate roles through to recruitment and management of tricky situations. In the RSPB, the Personnel Department looks after the paid workforce, and the Volunteering Development Department is responsible for volunteers. From Alan's perspective this is key as it recognises the uniquely specialist skills required to support, motivate and manage volunteers and to develop volunteering within an organisation.

Alan believes that the profile of volunteering and volunteer management should be raised in the eyes of the government and funders. Increased investment and funding for volunteer management would benefit both volunteers and the organisations that rely on them, and allow them to benefit as much as the RSPB does, while also offering a much more rewarding experience for volunteers.

### **How many paid staff does the RSPB employ?**

1,800

### **And how many volunteers are involved in the RSPB's work?**

14,901

### **Does volunteering feature in the RSPB's mission statement?**

Yes, it is one of our key performance indicators and volunteering plays a key part in the organisation.

### **How does your organisation value volunteering in general?**

At a very simple level we value how much time volunteers give us as an organisation and the numbers of people who give us a 'gift of time' as volunteers. We also monitor the quality of the volunteering experience we offer by looking at how many volunteers would recommend volunteering with the RSPB to a friend or family member. By adopting a 'task led' approach to our volunteering we are always able to demonstrate the contribution to the RSPB's aims and objectives that volunteers are making and, as such, secure resources to support and develop our volunteering programme. As a result of this, volunteers are seen as a key part of the organisation, fulfilling a wide variety of roles all across the RSPB's work e.g. PR specialists, architects, IT specialists, project managers etc.

### **Does the RSPB employ one or more people to manage volunteers?**

We employ Volunteering Development Officers (VDOs) who are based regionally (ten officers around the UK, most of them full time) and a team of ten (mainly part time) who support volunteering, based at our headquarters.

### **Do you believe the role of a volunteer manager is sufficiently appreciated internally and externally?**

Internally, yes it is. Our new Chief Executive, Mike Clarke, has a specific objective in his job description about developing and supporting volunteering with the RSPB. Externally, no. There is a lack of Government recognition of the need of volunteer management and the general view is that the unpaid workforce does not need support and management like the paid workforce does. There is a lack of

appreciation of volunteer management and what benefits it brings to an organisation and indeed volunteers themselves. What is needed is investment in appropriate training and support and the funding to make this happen.

### **How can the value of volunteering and volunteer management be enhanced within the sector?**

There is a constant need to raise the profile of volunteer management with Government and funders to encourage them to invest in it. For volunteers to have a rewarding and fulfilling volunteering experience they have to be managed. HR directors are in place for paid workers, so why don't volunteers need the same support?

With regards to raising the value of volunteering, the benefits that volunteers bring to organisations and to individuals need to be emphasised by using case studies, campaigns, online literature etc. There are still issues around perceptions of what volunteering is – many people think it stops at grey haired ladies working in charity shops!

## **BBC – Connecting investment in volunteering with creative opportunities**

The BBC established an employer-supported volunteering (ESV) scheme called 'Connect and Create' four years ago. The Connect and Create team has now matched around 1,800 staff to volunteer positions. In this case study, Volunteering England talks to Paul Corcoran, Connect and Create Partnership Manager, about the benefits that this investment in volunteering and volunteer management has brought to the BBC as a company, its employees and the wider community.



The roles that the Connect and Create team offers the employees of the BBC are hugely varied and flexible. The team is willing to organise nearly every suggestion made by employees wishing to volunteer in a specific area or role. One case consisted of an employee who, instead of organising a team-building event, asked the Connect and Create team to set up a gardening project on a local estate. In the words of the volunteer, the project was, “a great success”, and the team plans on repeating it.

The BBC's ESV scheme works in partnership with a wide range of organisations, from charities supporting very young children to those helping the elderly, but most have a link to broadcasting and the media. Volunteering opportunities have included creating a short film for children about to be taken into Great Ormond Street hospital to make the experience less daunting, and ideas such as the Unsung Heroes project, during which volunteers produced films about unrecognised local sports heroes.

The ESV scheme has brought great benefit to the communities in which BBC employees have volunteered, and the benefits the volunteers have gained in return have also been numerous. The reports from the volunteers themselves have been entirely positive, and the Connect and Create team behind it all has been exemplary in its attitude. It has developed a reputation for being easy to approach, helpful and efficient, and this flexibility has allowed the employees to develop in whatever way appeals to them most.

*“To me it's about developing new skills through a really dynamic approach to learning – I got a real experience behind a camera, which, working in radio, I'd never get the chance of. I could have done that in the classroom, but taking part in a Connect and Create project was way better.”*

BBC employee volunteer

It has been reported from managerial level that having “time out” to volunteer “re-energises people, gives them new skills and improves teamwork”, and Paul Corcoran sings the praises of the volunteering experience as helping BBC employees gain insight into their audiences, and as a good opportunity to bring people back to the BBC.

The Connect and Create team is a model example of how investing in volunteering and volunteer management can bring huge benefits to a business. After four years running the ESV scheme, the BBC has seen the rewards it brings and would recommend setting up a similar scheme to any organisation.

#### **Does the BBC have an employer-supported volunteering (ESV) scheme?**

Yes, Connect and Create, an in-house scheme that has been running for the last four years.

#### **How many BBC employees have volunteered with the Connect and Create scheme so far?**

1800 on over 200 projects in three years. On average, we place about 50 people per month.

#### **Has the BBC been able to provide employees with the type of volunteering opportunities they require?**

Yes, many different volunteering opportunities are available and the organisations selected to work in partnership with the BBC span a wide range of different interests and serve client groups from very young children to the elderly. Opportunities are broadly linked to the nature of the BBC's business (i.e. broadcasting and media), and have included working with partners to produce film and other productions.



### **Who is responsible for managing the volunteers taking part in the scheme?**

The Connect and Create team consists of three partnership managers and a team assistant. Each of the partnership managers is responsible for managing between eight and ten of the 15 key partnerships and 20 project partnerships. The role involves negotiating the initial contract with the partnership organisation and then promoting the volunteering opportunities linked to that contract. The team is also responsible for matching the volunteers to the roles and providing them with support, as well as for overall ESV policy development and promotion across the BBC.

### **How has the BBC as a whole benefitted from the scheme?**

The sort of volunteering we engage in links to our business values in two ways – first the whole social responsibility agenda, which is integral to what we do as a public service body, and then secondly, the recognition that we need to invest in staff – for a well trained, well motivated workforce.

What have the benefits been for the employees taking part in the scheme?

There is a very strong emphasis on ESV being about developing skills and talents of the volunteers – many see it as a direct alternative to attending a taught course. Volunteering re-energises people, gives them new skills, improves team work and gets them closer to the audience.

### **How does the BBC appreciate volunteering in general?**

Volunteering features in the organisation's strategy for the future. The ESV scheme is endorsed by the Director General and by senior management across the organisation. The Connect and Create team

was formally launched by the Director General in January 2007 showing clear support at the leadership level. In addition, the Director General features in an introductory video on the Connect and Create intranet site.

A key approach to 'celebrating' the contribution of volunteers is regular 'showcases' of achievement within the partnership organisations – many of the contributions that volunteers make are around helping client groups to produce short films or radio pieces/podcasts and at the end of the project these are showcased at events, which are frequently attended by senior BBC personnel including the Director General.

## **Investment brings success for school volunteering scheme**

Ryburn Valley High School has been engaged in several volunteering schemes, including the Millennium Volunteers and, since 2008, Calderdale involved. The school helps their pupils participate in these initiatives, allowing them to gain valuable skills and experience, recognising their achievements, and rewarding their efforts. We talked to Karen Allen, the Youth Volunteer Development Officer and Youth Volunteer Advisor for the Calderdale involved team, about how she co-ordinates such a large number of young volunteers.

Karen sees volunteering as, "An excellent way for young people to get experience and skills that may not normally be open to them. These opportunities will improve the young person's employability or chance of university success... we see this as invaluable... to give our students the best possible start on their chosen career path." And not only is volunteering benefiting the students, it is also giving something back to the Calderdale community.



Volunteer management plays an invaluable role at Ryburn Valley High School, and without it, the 140 student volunteers would not be having such an educative and enjoyable experience. The role of Youth Volunteer Development Officer is essential to the smooth running of volunteering activities and events both in and out of school. Karen is responsible for placing pupils in different volunteering positions and deals with everything involved in this process, from paperwork and monitoring reports to supervising in-school activities. All these elements are crucial in ensuring that the pupils benefit fully from volunteering.

Yet, in Karen's experience, the people who manage the volunteering process are sometimes not given the credit they deserve. She feels that people who aren't used to working with volunteers often underestimate the amount of time and energy that goes in to volunteer management, and the number of hours that a volunteer manager clocks up in order to keep everything running smoothly.

Therefore, Karen feels that it is a very important part of her role to "influence up" and promote the value of volunteering and volunteer management to her superiors. She keeps the Headteacher well-informed about the volunteer programme, who in turn feeds information back to the governors, senior management and the PTFA (Parents, Teachers & Friends Association). She also involves other staff members in the volunteer programme, allowing them to witness the benefits their students gain.

### **How many volunteers are there at Ryburn Valley High School?**

Our body of approximately 140 volunteers (2008-2009 figures) is made up of students aged 16-19 who get involved in activities both in and out of school. These young people are registered with the Calderdale involved team, and their achievements and contributions are recognised and rewarded by the team. Further details about the project can be found at <http://www.vinspired.com>.

### **Why did your organisation decide to introduce a volunteer programme?**

Ryburn Valley High School (RVHS) was one of the forerunners in the Millennium Volunteers programme. We are very aware that young people do give up a lot of their spare time to help others both in and out of school, and we wanted to get involved in a programme that would recognise their achievements and reward them for their efforts. The vInvolved project took over when Millennium Volunteers finished in 2008.

### **How does RVHS value volunteering in general?**

We see volunteering as invaluable. It is an excellent way for young people to get experience and skills that may not normally be open to them. These opportunities will improve the young people's employability or chance of university success. We stress how important volunteering is and the difference it can make, not just to the volunteers' lives and prospects, but also to the lives of others, and how important it is to put something back into the community.

**Does volunteering feature in the RVHS mission statement?**

We don't have a 'mission statement' exactly, but we do have a list of aims, many of which support the ethos behind volunteering. Our 6th Form planner (students' diary) contains a full section on volunteering and all 6th Formers are actively encouraged to get involved.

**Does RVHS employ one or more people to manage the volunteers?**

We employ one volunteer manager on a part time basis, 18 hours per week.

**Do you believe the role of the volunteer manager is sufficiently appreciated internally and externally?**

No, I don't think the role is fully appreciated, especially by those who don't work with volunteers or just see the job from the outside. People don't see the amount of time and energy that goes into the role, or the amount of hours that someone who manages volunteers has to put in over and above their normal working hours. People assume that because you manage volunteers, you can 'magic' people up to do their activities at a couple of hours' notice. They also don't see the amount of paperwork that the job involves, or the running around that we have to do to keep everyone happy (I don't drive so getting from one meeting to another can take hours!). Internally, you get thanks when an event has run smoothly or something has been achieved by the volunteers, but it can sometimes be difficult to get support for events outside of school hours due to people's workloads, which can be very frustrating.

**Can you see the value in an organisation having someone dedicated to managing volunteers?**

In this case, yes, because there are such a lot of young volunteers. It is only by careful decision-making that the job gets done in the allotted time. At busy periods, such as September during 'recruitment' when new people join the 6th Form, time is very short. Paperwork and data entry can take up a large amount of time, as can monitoring reports, placement of volunteers and back-up checks. Supervision of in-school activities also falls to the Youth Volunteer Development Adviser, who may work evenings and weekends to support the volunteers over and above normal working hours. Other staff members may not be able or willing to do this, so the YVDA's role is sometimes essential to the smooth running of events both in and out of school.

**Do you feel that it is important to "influence up" and gain support for volunteering and volunteer management from your superiors?**

I feel it's very important. I mainly do it by keeping our Headteacher informed of what we are doing, the opportunities we have available and the organisations we are working with. Not only does this keep her in the loop, but she will then further disseminate the information to our governors, PTFA and senior management. This also demonstrates and publicises the positive work we do with the young people and helps to gain support from those in more senior/ influential positions.

I also work alongside some of our senior management team for school-wide projects, for example our Green School Initiative which we are planning for July this year. By getting involved in projects like these it keeps youth volunteering on their radar and encourages them to support my projects in return.

I involve other staff members by pointing out the benefits of getting their students to help out – for example a fundraising event was held last year with our Vocational Skills 6th Form students selling goods for the Forget Me Not Trust. This helped the teacher to cover some of the modules in the students' coursework, allowing the students to learn new skills in a safe and controlled environment. The teacher and I have since worked on several projects together which have mutually benefited us and the students alike.

**How can the value of volunteering be enhanced within the sector?**

I think due to Government agendas changing recently, the emphasis has changed anyway towards volunteering and there is a much more positive vibe attached. Policies have got clarification, such as how volunteering affects benefits, and therefore more volunteers are coming forward with valuable skills that are appreciated by organisations who otherwise struggled to get people with experience, and this has to be a good thing. Extra publicity for the good things that volunteers do, to dispel that 'working in a charity shop' image would be helpful, and also the advantages of having volunteers working for your organisation (especially young volunteers) could also be more widely publicised.



# Part B: Reports, Assessments & Tools

As with the previous section, not all these resources will be relevant to your organisation; pick those that will help you most, and select any key information that supports your arguments.

**Assessing the Impact of Volunteering in Chelsea & Westminster Hospital NHS Foundation Trust**

Simon Teasdale, Institute for Volunteering Research, May 2007

[www.volunteering.org.uk](http://www.volunteering.org.uk)

**Volunteer value: a pilot survey in UK hospices, Help the Hospices**

Help the Hospices, 2006

[www.helpthehospices.org.uk/our-services/publications/publications-catalogue/](http://www.helpthehospices.org.uk/our-services/publications/publications-catalogue/)

**Volunteer value: a toolkit for measuring the economic value of hospice volunteers**

Help the Hospices, 2007

[www.helpthehospices.org.uk/our-services/publications/publications-catalogue/](http://www.helpthehospices.org.uk/our-services/publications/publications-catalogue/)

**The UK civil society Almanac 2009**

NCVO, 2009

[www.ncvo-vol.org.uk/products-services/publications/almanac-2009](http://www.ncvo-vol.org.uk/products-services/publications/almanac-2009)

**A Guide to Investing in Volunteer Resources Management**

[www.pointsoflight.org/](http://www.pointsoflight.org/) ideas-and-insights

**Making the Difference, Assessing the impact of the Life to Years Volunteer Scheme**

Jane Colling & Michael White, Stockport PCT & Stockport CVS

[www.qni.org.uk/](http://www.qni.org.uk/)

**Volunteering Works**

Institute for Volunteering Research and Volunteering England, 2007

[www.volunteering.org.uk/resources/publications/Volunteering+Works](http://www.volunteering.org.uk/resources/publications/Volunteering+Works)

**VIVA – Volunteer Investment and Value Audit – a Self-help Guide**

K. Gaskin, 2003 – a four-page summary of the VIVA process

[www.ivr.org.uk](http://www.ivr.org.uk)

**Management Matters**

Institute for Volunteering Research, 2008

[www.ivr.org.uk/evidence-bank/evidence-pages/Management+matters](http://www.ivr.org.uk/evidence-bank/evidence-pages/Management+matters)

**Volunteering – The Business Case: The benefits of corporate volunteering programmes in education**

[www.cityoflondon.gov.uk](http://www.cityoflondon.gov.uk)



# Appendix 2: General Volunteer Management Resources



# Free Resources

## Volunteer Management Portal

[www.volunteering.org.uk/vmportal](http://www.volunteering.org.uk/vmportal)

The aim of the Volunteer Management Portal is to act as a gateway to the world of Volunteer Management, providing a central source of information on support, training and development opportunities for people managing volunteers. It is a sign-posting tool and provides links to a wide range of resources.

## Volunteering England

[www.volunteering.org.uk](http://www.volunteering.org.uk)

Volunteering England is the national volunteering development agency for England, committed to supporting, enabling and celebrating volunteering in all its diversity. It offers a range of services designed to assist anyone who works with volunteers or who has an interest in volunteering.

## Association of Volunteer Managers

[www.volunteermanagers.org.uk/](http://www.volunteermanagers.org.uk/)

The Association of Volunteer Managers (AVM) represents and provides support to people who manage volunteers. It also facilitates peer to peer networking, campaigns on issues affecting volunteer management, and works to develop good practice in volunteer management. The AVM website provides a wide range of information on volunteer management and access to an online network.

## UKVPM's Online Network

[groups.yahoo.com/group/UKVPMs](http://groups.yahoo.com/group/UKVPMs)

UKVPM's is a lively and participative networking and communication resource for people managing volunteers in the United Kingdom. The network provides an arena to share skills, knowledge, experiences and information.

## VolResource Newsletter

[www.volresource.org.uk/briefing/volunteer.htm](http://www.volresource.org.uk/briefing/volunteer.htm)

VolResource is an online information resource for Voluntary and Community Sector organisations. It provides updates and news from the sector and a wide range of information on issues such as the legal and financial aspects of running a volunteer programme.

## Energize Inc.

[www.energizeinc.com/](http://www.energizeinc.com/)

Energize Inc. houses a library of resources and publishes regular essays and articles focusing on hot topics affecting volunteering and volunteer management.

## WiSCV – Workers in Student Community Volunteering

[www.wiscv.org](http://www.wiscv.org)

WiSCV is a support network for anyone working in frontline community volunteering projects in Further or Higher Education (FE or HE). The network encompasses both frontline student volunteer workers and those working with staff volunteers in FE and HE institutions, as a networking forum.

# Pay-for Resources

## Volunteering Impact Assessment Toolkit

<https://ecommerce.volunteering.org.uk/PublicationDetails.aspx?ProductID=V309>

This toolkit enables organisations to assess the impact of volunteering on all key stakeholders – the volunteers, the organisation, the beneficiaries, and the broader community. Organisations are able to use it to assess a wide range of impacts, from the skills development of volunteers to the economic value of volunteering organisations.

Institute for Volunteering Research, 2004

## Essential Volunteer Management

<https://ecommerce.volunteering.org.uk/PublicationDetails.aspx?ProductID=V503>

This best-selling book is packed with user-friendly, expert advice on the following topics:

- planning for a volunteer programme
- creating motivating volunteer jobs – recruitment, screening and interviewing
- orientation and training – supervising and retaining your volunteers
- volunteer-staff relations

Steve McCurley and Rick Lynch, 2nd edition, 1998

## From the Top Down

<https://ecommerce.volunteering.org.uk/PublicationDetails.aspx?ProductID=V504>

How to gain top-level support in your organisation for your volunteer programme. This book examines issues such as avoiding tension between staff and volunteers and offers comprehensive practical advice.

Susan J Ellis, Energize Inc. 1996

## The (Help!) I-Don't-Have-Enough-Time Guide to Volunteer Management

<https://ecommerce.volunteering.org.uk/PublicationDetails.aspx?ProductID=V505>

Overworked and under-assisted as a volunteer manager? Running a volunteer project on top of other jobs? This guide provides practical advice on how to organise and get the job done, sample scenarios, forms and procedures to simplify your work load and effectively involve volunteers.

Katherine H. Campbell and Susan J. Ellis, Energize Inc. 1996

# Acknowledgements

**We should like to thank all the organisations and individuals who contributed to the development of this guide by providing case studies and reports, reviewing drafts, giving supporting quotes, and many other types of assistance:**

Barnardo's Midlands

Herbert Smith

RSPB

Yorkshire Water

Microsoft UK

Halifax Street Angels

George House Trust

Institute for Volunteering Research (IVR)

National Trust

NAVSM

(National Association of Voluntary Service Managers)

BBC

WiSCV (Workers in Student Community Volunteering)

Chelsea & Westminster Hospital NHS  
Foundation Trust

Ryburn Valley High School

Gateshead Council

University of Warwick – Professor Ann Caesar

eatsleepthink (Design consultants)

Capacitybuilders

Volunteering England  
Regents Wharf  
8 All Saints Street  
London  
N1 9RL

<http://www.volunteering.org.uk/volunteermanagement>

020 7520 8900

