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What is an Impact Report? An impact report is a document that provides information on the effects and results of a company’s project or initiative. It communicates the impact of a project, both in terms of its intended outcomes and unintended consequences, to various stakeholders including funders, partners, and the public. The impact report typically includes a summary of the project's objectives, methodology, results, and findings, as well as an assessment of its overall impact. It also includes actionable recommendations for future initiatives and ongoing improvement. An impact report helps to demonstrate the value and effectiveness of a project and can be used to secure funding and support for future initiatives. It also provides an opportunity for organizations to reflect on the project's successes and challenges, and to learn from their experiences to improve future projects. Essentially, an impact report is an important tool for effective communication and demonstration of the impact of a project to all its stakeholders. This blog looks at the top 10 content elements that all impact reports must have. The Top 10 Elements of an Impact Report Objectives and Goals The first step in creating an impact report is to clearly state the project's objectives and goals. This includes outlining the purpose of the project, what it hopes to achieve, and how these goals will be measured. This section sets the context for the rest of the report and helps stakeholders understand the significance of the project. Executive Summary The executive summary is a brief overview of the report's key findings and conclusions. It provides an overview of the project's objectives, methodology, results, and impact, and should be written clearly and concisely. This section is important because it is often the first thing that stakeholders will read, and it should be engaging enough to entice them to continue reading. Methodology In this section, you should explain the methods used to collect and analyze data, including any relevant data sources and limitations. This includes a description of the research design, sample size, data collection techniques, and statistical methods used. This section is important because it provides transparency and helps stakeholders understand how the data was collected and analyzed. Key Results and Findings The key results and findings section presents the most important results and findings clearly and concisely, including any relevant statistics and graphs. This section should provide an overview of the results and their significance, and highlight any notable trends or patterns. It is important to present the results objectively and transparently and to avoid overstating or understating the results. Impact In this section, you should explain the impact of the project, including any positive and negative effects. This includes an evaluation of the project's outcomes, and how they contribute to the project's objectives and goals. This section should also highlight any unintended consequences of the project, and how they were addressed. Recommendations Based on the results and findings, this section should offer specific suggestions for future action. This includes recommendations for improving the project's impact, or for taking advantage of any new opportunities that have arisen as a result of the project. This section should be actionable and provide concrete steps that stakeholders can take to improve the project's impact. Stakeholder Perspectives It is important to include the perspectives and feedback of key stakeholders, such as employees, customers, and partners. This section should provide an overview of their experiences and feedback on the project, and highlight any areas for improvement. This section should also discuss how the stakeholders have been impacted by the project, and how their perspectives and feedback have been taken into account in future planning. Financial Information In this section, you should provide a detailed financial analysis, including any costs, benefits, and return on investment (ROI). This includes a breakdown of the project's budget, a discussion of any financial risks or benefits, and an evaluation of the project's overall financial performance. This section should also provide information on any funding sources and how the funds were used. Sustainability The sustainability of the project is an important factor to consider when creating an impact report. This section should discuss how the project will be maintained or improved over time, and what steps are being taken to ensure its long-term success. This includes a discussion of any ongoing efforts to maintain or improve the project's impact. Supporting Information Finally, the impact report should include any relevant supporting information, such as detailed data tables, survey results, case studies, and appendices. This section provides stakeholders with additional information to support the results and findings and provides a more in-depth understanding of the project's impact. Conclusion In conclusion, an impact report is a critical tool for communicating the success and impact of a project. A well-prepared impact report can demonstrate the value of a project and highlight its key achievements, making it easier to secure funding and support for future initiatives. When preparing an impact report, it is important to consider the audience and their needs, use clear and accessible language, present information in an engaging format, and include supporting information to provide a more in-depth understanding of the project's impact. Making it publicly available can help companies advocate transparency and help ensure that stakeholders make informed decisions. An impact report can be the key to elevating your organization's success. It involves clear communication and feedback from management, employees, and stakeholders to drive improvement and build trust. By showcasing responsible corporate citizenship, the report can attract investors, enhance your brand, reduce risk, and drive long-term growth. To create an effective report, it's crucial to start collecting data early and maintain a culture of continuous improvement. Report Yak can help bring your report to the next level with expert support on concepts, structure, content, and design. Report Yak is a specialized report design agency that assists companies in streamlining the report creation process. Our services include conceptualizing, crafting engaging content, and designing various types of reports, such as annual, integrated, quarterly, impact, and sustainability reports. Visit our portfolio and don't hesitate to contact us with any questions. As a charity, it's crucial to know how to draft an effective impact report. For most charities, one of the biggest daily challenges is proving the results of your work. This is essential for securing the support of funders, donors, volunteers, and the wider community. It’s crucial that you know how to draft an effective impact report.Many non-profits struggle to do this correctly, especially smaller organisations.Naturally, writing an impact report does require a certain amount of specialised knowledge and skills. However, these are things which can be learned by just about anyone.Today, we’ll cover everything you need to know to write an impact report. Let’s start with the basics. Essentially, an impact report is a document that charities use to communicate how their work changes the lives of people in their local community. This can be used internally or externally.The goal is to prove and quantify the exact impact of your projects. This can be used to improve on your projects, secure funding, or as a requirement of working with external stakeholders, like government agencies.For this to work, there are several things that any effective impact report should include. These are:The problem you want to address,What you’re doing to address this problem,The results of your activities,How you measured these results,What you’ve learned from your project.Within each of these inclusions, there are several things you can do to make your impact report more effective. With that in mind, here are our five steps for drafting an effective impact report.An impact report is used to quantify and prove the value of your work. Image credit: John SchnobrichThe first challenge of any impact report is having a clear picture of what you’re actually trying to achieve. Many organisations fail to do this properly. That is, they assume that their goals are too obvious to consider in depth.Say for example that you run a mental health charity, and you’re seeking to improve community wellbeing. Here the overarching goal is clear, but to write a proper impact report, it is necessary to be more specific, as community wellbeing can mean many things.As such, you need to define your goals in terms of:Time frame.Target service users.Level of analysis.Indicators of success.How these relate to your work.Quantifiable changes you’d expect to see.For example, within the overarching aim of improving community wellbeing, you might have the more specific goal of improving one age group’s access to mental health services, within a given time period.Alternatively, you might have more than one of these more specific goals. In any case, effective goal setting will make writing an impact report considerably easier.Before you put pen to paper, you’ll also need a clear understanding of who your audience is. Are you writing an impact report for your internal team, or for external stakeholders? Do these stakeholders have specific requirements for reporting?The key here is to involve your stakeholders in all stages of the impact reporting process. Speak to them before, during, and after the drafting process.This will help you to align what you write to the key insights that these stakeholders need. In turn, this naturally makes your impact report much more effective.This is probably the most intimidating of the impact reporting process, but it’s not as complicated as it sounds. The key thing is to have your core indicators of success in mind well before you get to this stage.Operationalisation and attribution is a crucial stage of drafting an effective impact report. In terms of definitions, what we’re talking about here is:Operationalisation - How you quantify changes in your performance indicators.Attribution - How you prove that your actions led to changes in these metrics.If you’ve chosen the right performance indicators in the first place, this should fall into place quite easily. In essence, you simply have to choose an operationalisation method which suits your performance indicators.Let’s return to our mental health charity example.If your indicator was access to services, we could easily operationalise this as the percentage of people who need these services who actually receive them in a given time frame.Alternatively, we might operationalise this as the number of people coming forward for wellbeing services, or the percentage of people in need who receive services in an acceptable time frame.By contrast, you might have a less concrete performance indicator, like members of the community’s own perceptions of their wellbeing. Here, we’d have to utilise survey data, and compare this over time.Of course, readers aren’t only swayed by numerical data. When writing an effective impact report, it’s crucial to think about the other things which can sway your readers. One way to do this is to include stories from real life service users.Sometimes, it can be difficult for quantitative data to feel real to readers. Graphs and charts on their own can often fail to communicate the real and lasting benefits you offer in your community.Adding qualitative data like testimonials, quotes, case studies and survey responses helps to situate your impact analysis in the context of real people.Qualitative data isn’t just effective in its own right. It also helps to make quantitative data more impactful. For example, say your impact report outlined how you secured counselling services for 1,000 extra people in your community.Presented on its own, the meaning of this fact can be underestimated.If this data is presented alongside a selection of stories from people whose lives have been improved by your services, then this is much more compelling for readers of your impact report.Qualitative data helps to make your impact report more effective. Image credit: Glenn Carstens-PetersFinally, it’s time to put pen to paper. Of course, this means actually knowing how to draft an effective impact report. The first thing to get your head around is the structure of your report. Here, it’s helpful to think about what, why, how and who questions.A rough outline of the structure for an effective impact report is as follows:What you want to achieve,Why readers should care about this,How you’re going to achieve it,Who will benefit,How you’ll measure your progress and attribute causality,What impact you had,What you have learned from your project.Each of these can be divided into clear subsections within your report.Additionally, it’s important to think about the readership of your impact report. If you are writing for experts or specialists in your field, it’s important to use the right language and terminology, but if you’re writing for the general public, then you need to ensure your report is comprehensible for non-specialists.You’ll also want to thoroughly research the formal requirements of external stakeholders. Be sure to include exactly what they’ve asked for.Of course, one of the best things you can do to write an effective impact report is to work with specialists. At S3 Solutions, we have extensive experience of helping charities to prove their value to a variety of stakeholders.Contact us today to find out more about our services. Impact reports are an essential tool for nonprofits to share their progress with stakeholders. Despite that, a lot of organisations don’t know how impact reports differ from annual reports, how they should be used or how to create one. In this article, we’ll break down the basics of impact reporting, including why they’re essential and how any nonprofit can create an impact report with a few dos and don’ts. What is an impact report? An impact report is a document or presentation that showcases the measurable outcomes of an organisation’s work. Typically, the outcomes are from specific initiatives or programs over a distinct period of time. What are the benefits of impact reports? Impact reports can be strategic for nonprofits for a few reasons. While every organisation is different, most nonprofits use impact reports to: Build trust: An impact report shows how funds and resources were used to make a difference, helping build trust with stakeholders (donors, board members and the community). Strengthen relationships: Impact reports show donors and supporters exactly why they’re so important to your mission, making them feel appreciated and valued. Make strategic decisions: The process of gathering insights and outcomes from specific initiatives allows nonprofits to take a deep dive into what worked and what didn’t — and make strategic decisions in the future. Raise funds: Clearly demonstrating the results of past investments can encourage further donations and/or partnerships. What’s the difference between an annual report vs impact report? Annual reports and impact reports are often confused with one another, but they are distinctly different. While an impact report shows the outcomes of specific initiatives or programs, often focusing on a specific period of time, an annual report acts as a year-in-review for nonprofits, usually covering several different initiatives, programs and more. For example, Girls’ Inc.’s annual report from 2023 offers an in-depth glance at their entire year — including the organisation’s financials. An impact report, however, might focus on a smaller, more defined period of time and hone in on a few specific initiatives or programs rather than an entire year’s worth. How to create an impact report Do: Keep your purpose and audience in mind Unlike an annual report, which is often created for a very broad audience — including donors, partners and other stakeholders — impact reports are often more specific and focused. When creating your impact report, be sure to determine your primary goal and target audience so you can craft it correctly. For example, if your impact report is designed for a partner organisation, you might not want to focus on initiatives made possible by donations from the general public. Do: Include qualitative insights Many nonprofits get hung up on quantitative insights and hard numbers (metrics like the number of people served or funds utilised). While those are important to include, it is equally important to include qualitative insights like beneficiary stories, survey results, testimonials and more. This can help create a more emotional connection and provide a more holistic view of your impact. Do: Make it simple Regardless of your audience, your impact report must be as reader-friendly as possible. This will ensure that stakeholders read and understand the report. To do this, use plenty of headings, bullet points and visuals (think photos, graphics and more). Do: Restate mission and goals Whether your audience is a long-time partner or a brand-new supporter, it’s always best practice to remind them of your mission and goals at the beginning of your report. This helps refresh readers of your values and provides a foundation for the rest of the impact report. Don’t: Be afraid to admit setbacks No nonprofit is perfect. So, when creating your impact report, don’t shy away from mentioning where improvements could be made or where things went wrong. In doing so, you’ll show supporters that you are committed to trust, transparency and honesty. Don’t: Make it boring No one wants to read a long, text-based impact report. Instead, use storytelling techniques to share data and inform supporters about your progress with photos, diagrams and even videos (if you’re going the digital impact report route). This will allow supporters to have a more immersive experience and feel much more connected to your mission. Don’t: Forget context Many nonprofits just list activities or outputs (e.g., “We held 20 workshops”) without providing any additional information about the outcomes or why they are important. Instead, offer insight into the differences your activities or investments made (e.g., “95% of workshop participants reported improved financial literacy skills which directly translated to more savings”). An impact report can be an incredibly useful tool for a nonprofit organisation. Use these tips above to create your next report, and show your community your progress and impact. This example charity impact report template shows you best practice in how to write a great impact report simply and well. It explains how to measure and report charity impact, what charity impact is, what to include in your impact report, how to make your impact reporting really effective and how to create and publish the best possible charity impact report. Not least for your funders. It also includes Charity Commission PB3 annual report impact reporting requirements. Impact is the difference you make and, with funding really tight, spending a bit of time evaluating what it is you do in delivering impact can help you find ways to achieve even more. And doing so can also help you secure more funding. I chaired a small grant making board for a decade and what my board wanted to do was to make a real difference to people's lives. All funding bids are about making a difference, but those that demonstrated they were really making a difference were funded and those that didn't weren't. You're not required to have a charity impact report, but these are a great opportunity to explain your work and engage your funders, stakeholders and others. I don't think that the breadth and depth and value of the impact charities have is always fully understood and appreciated. I've used measuring the impact of a homelessness charity below as an example to show how you can make sure that yours is. The simple process I've used applies equally well to any other non profit activity and can be used as a template to bring out the full value of your impact in reports and fundraising bids. Charity Excellence gives you everything you need in one place - it's simple, quick and completely free. The health check automatically assesses how well you are maximising your impact and connects you to free help and resources. Plus 3 online directories Funding Finder, Help Finder and Data Finder. Quick, simple and very effective. Find Funding, Free Help & Resources - Everything Is Free. Register Now! Charity Impact Report Definitions - Outputs, Outcomes And Impact The impact your charity has the difference it makes, but be clear on what that means to you. These are the definitions used in the Charity Excellence modelling system, but there are others. Outputs - what your charity does (produces). That might be providing meals for the homeless. This is not the difference you make, but this data is often easier to collect or readily available, so can be used to show just how much you are achieving. Outcomes - the difference that makes. Providing a homeless person with a meal alleviates their hunger, but also their health and just knowing that someone cares can have an even bigger impact of their wellbeing. If you're services are wider than providing meals, your outcomes might also include getting them off the street and away from harm, accessing other help they need, securing benefits, finding a job or a home. Your work may well also impact positively on others, such as family and friends and/or the whole community. Impact - the longer term difference that makes. Measuring your charity impact can be much harder, but far greater than your outcomes. For example, it can last a lifetime and helping a homeless person escape the streets may have a long term impact in reducing the burden/cost on statutory services, such as schools, the NHS, social services and criminal justice. You can't directly measure this, but here are some ways to help make the case: There may well be statistics/research on the long term impact of homelessness on society and/or of getting people off the streets. I usually use Mr Google. Case studies/stories are not only very good for engaging people, but can a also be used to show how you help people to transform their lives. You can use this template, as an example to create your charity impact report. If you're thinking of reporting your impact, first you need to be clear on who your audience will be and the pupose(s) of your impact report. This will enable you to shape the content, style and structure to make it as effective as possible. Here are some ideas: Engaging your community and holding your charity accountable to them. Engaging your funders and showing them that you are delivering on their expectations. As a tool to engage potential future funders. You can create your charity impact report at any time, but I think the best time to do so is when you've finished your annual report and return. You've done most of the hard work in assessing everything you've achieved over the last year and have the financial and other numbers you'll need. You can then also present it as part of your annual meeting and/or use its content to make a great presentation. There's no correct format or length for an impact report, so think about what your audience will want to know and use the language, images, graphs, figures, whatever that will engage them. Here are some ideas on what you might include: The Unmet Need. Feeding homeless people could never be anything other than a good thing, but explaining the unmet need will help to make clear the urgency and importance of your work. Something that's really important in fundraising. This may be a major issue for society, have recently become much worse and/or likely to become much worse and existing services may not be able to respond. The issue may be multidimensional, making it worse and/or more urgent. For example, poverty isn't just about a lack of money, it impacts health and wellbeing, education and damages communities. Vision & Mission. You don't need to go all 'business speak', but what you do isn't about the numbers of meals you produce or details about your projects, but about the difference you make. Engage your audience by explaining what that is and the change you wish to make. What You've Achieved. What you've done over the last year and the impact this has made. Help people to understand what it is you do that makes a difference. The Future. What you plan to do in the coming year. Engage and take your audience with you, by showing how you will continue and build on your fantastic work, not least potential funders. Don't forget to recognise and celebrate the work of your staff/volunteers and supporters who have made this possible. You have the data in your annual statutory report/return and a structure for your impact report, but you need to make it credible and bring it to life. Here are some ideas: Impact Facts And Data. National Data. That may be research reports, Government data etc, but these can often be lengthy and complex. The very large charities often do this really well and have the key information available in a simple, clear way on their websites. The BBC is another good source. If you want to cut and paste this, get permission (copyright). If you just want to use the facts, recognise them as the source. it gives credit to those who did the work and using data from a major organisation is more credible. Local Area Data. If you feel up to it, the Office Of National Statistics may have regional/local area data. However, an easier source is that local Government often publishes data about the local community and I usually find this quicker and easier. Charity Data. For example, the number of meals provided, feedback data and volunteers. Charity's often have very small budgets and the dry financial numbers may suggest that means limited impact, but volunteers massively amplify this. One way to bring that out is to track/estimate volunteer hours and simply cost these using the national minimum wage. Just 10 volunteers giving you only an hour a week at minimum wage rates is valued at £4.6k. The Charity Excellence Data Finder enables you to search quickly and simply through a huge range of open source data. Just register, then login. Bringing You Impact Report Life. Commercial companies primarily exist to make a profit and that's easily measurable in the accounts. However, charity impact tends to be much broader and a lot less easily measurable. Your annual report and accounts don't tell the whole story or tell it in an engaging way. Bring your work to life using imagery, case studies, stories and quotes. Use these to reinforce and amplify your key messages and make sure you have appropriate consent to use these. Keep Your Impact Report Focussed. Don't lose your readers' attention, or bury your key messages in the detail of your impact report. Key financial and other data can be made more engaging by showing this in simple graphs or infographics. If you do need/want to include detail, consider putting this in an annex at the end. And, going back to the purposes of your report, make sure that these messages come through clearly. Creating Your Impact Report. If you can afford it, you can hand this over to a designer to create your impact report for you. You're clear on what you're seeking to achieve and you've done a lot of the work, so it should cost less. If money's tight, you might engage a freelancer, or even do it yourself. Some charities like to create hard copy reports, but personally I prefer to use digital pdfs. These cost nothing to produce (I'm Scottish) and can quickly and easily be distributed to large numbers of people. Communicating Your Impact. There's no point having an impact report if nobody reads it, so the final step is critical. From your purposes, you know who your audience is, so you now just need to get it to them. Here are some ideas: Table it at your AGM and/or use the content for a presentation. Table it for trustee and/or staff meetings. E mail or post copies to your audience. Put it on your website and promote it using your newsletter/social media. Include it with funding applications. Evaluation Support Scotland support third sector organisations and funders to measure and explain their impact and use learning from their evaluation. They provide training/workshops, tailored support, and a catalogue of free resources - including support guides, method sheets, webinars, and case studies. CHARITY COMISSION PB3 - IMPACT REPORTING Charity Commission PB3 (Public Benefit Reporting) is the legal requirement for your charity to report in the trustees’ annual report on how they have carried out their charity’s purposes for the public benefit. There are different requirements for larger and smaller charities, but beyond that, there are no rules on how to do it and no requirement to have an separate impact report. Some funders download annual reports as part of their bid assessment. Impact is what funders want and you're going to have to write it anyway, so it's worth doing well - it all helps. A registered charity ourselves, the CEF works for any non profit, not just charities. Plus, 100+downloadable funder lists, 60+ policies, 8 online health checks and the huge resource base. Quick, simple and very effective. Find Funding, Free Help & Resources - Everything Is Free. Register Now! To access help and resources on anything to do with running a charity, including funding, click the AI Bunny icon in the bottom right of your screen and ask it short questions, including key words. Register, then login and the in-system AI Bunny is able to write funding bids and download 60+ charity policy templates as well. Social impact is the impact that a business’ activities have on society. But, how can something as broad as social (or environmental) change be measured, and what does impact reporting look like? This article provides information on measuring social impact and impact reporting for businesses and social enterprises and will provide you with measuring impact tools. Table of contentsTo put it simply, impact measurement is how a company or organization measures its long-term impact on societies, communities, and individuals, that result from activities or services provided by the company. This not only includes customers but also stakeholders and beneficiaries. Measuring impact can take many different forms, depending on the type of business or the sector the company functions in. In general, impact measurement takes one of the following forms:Information on how the business is creating an impact. Monitoring and evaluating services and projects to determine their short- and long-term impacts. Internally reporting on impacts and using the data to improve performance. Externally reporting impacts to stakeholders and the larger public. Third-party evaluation and reporting to look at the impacts of the entire company. Impact measurement identifies both the positive and negative impacts of a business on society and the environment. Once these impacts have been identified, the company must mitigate any harmful impacts and come up with strategies to better manage all impacts and to align these to the company’s goals. These company goals can be included in an impact statement. Impact statements are statements that demonstrate how a company makes a difference in the lives of people and the environment. The statement must include accomplishments that create support for initiatives. It can be broken down into three sections. First, the statement must describe the relevance of the issue or problem. What is the problem, and why is it a problem? The statement must then provide a response to the problem, and indicate which actions are being taken. Lastly, the statement must describe the impact, or the results, of the actions. Why is measuring important? Although each company or social enterprise may have its own reasons and motivations behind impact management measurement and reporting, here are five reasons why it is a good idea for businesses:The business holds itself accountable and can report back to stakeholders and investors with clear and credible data. Positive impacts can be used to attract new investors and raise funding. Internal reporting of impacts can result in improved performance and better allocation of funds and staff. Data showing positive impacts can be used in marketing and communication to promote the company. Findings from impact management reporting can be shared with partners in the industry and lead to beneficial collaboration between companies.It is difficult to standardize impact measurement as each business and social enterprise is unique. Despite this, two useful impact measurement frameworks have arisen that have benefited many organizations and helped with measuring impact. The Impact Management Project’s Five Dimensions of Impact FrameworkThis measuring impact framework lists five areas across which a business’ impacts can be measured. These five areas are what, who, how much, contribution and risk.What determines the outcome that the business is contributing to (i.e. the impact of the business) – positive or negative – and whether this outcome is important to investors.Who states who the stakeholders and investors are that are experiencing the outcomes, and how deserving they are of the outcome. How much includes how many stakeholders were impacted by the business, how they were affected, and for how long. Contribution indicates whether a company or stakeholder contributed to the outcomes and altered these to be better or worse than expected.Risk details the likelihood that the impacts or outcomes would be different than expected.These five dimensions are an important starting point for a business that wants to assess whether its projects or programs are creating change.The Theory of Change (ToC) is a simple measuring impact framework with a lot of power. This logistical tool explains an organization’s plans to achieve an intended impact -that is which changes will be made to reach the desired outcomes. The importance of the ToC framework is that it assigns accountability and raises awareness of any challenges that might arise while the business is working towards its intended outcomes. The ToC Impact Reporting Framework consists of 5 components:Impact is the systemic change that the company wants to instill long-term. Outcomes are the intended and unintended changes that stakeholders might be experiencing due to intervention by the business. These are the benefits the company is working towards. Outputs are the immediate results of any changes implemented and are required for the outcomes. They can function as indicators to judge whether the outcomes will be met. Activities are the steps that need to be taken for each output to happen. Inputs are the resources or funding required to make sure the activities can take place.The ToC should ideally be aligned to the company’s mission, project, or program.Before you can start, you need to decide how to measure project impact. This involves determining the overall approach that will be taken to measure impact. This includes how impacts will be measured (through monitoring, evaluation, or research), and who will be involved. This decision will depend on resources available, whether internal or external expertise will be used, and how far along the company is in the impact management journey.Due to limited resources, it would be best to determine focus areas upfront. Certain impacts and activities will be more important to measure than others. Learning questions can be used – that is questions that can be answered by available data, for example, “Did the activities produce the intended outputs in the short, medium and long term?”Once it is decided which changes and impacts to focus on, indicators must be developed that measure the success and duration of activities. Indicators provide clarity and can guide impact management. Once you know what to measure, and have indicators to measure it, it must be determined which methods will be used to collect data. There is a wide range of data collection methodology available. There are validated online impact management tools available, or a company may decide to use their own custom tools. A mixed method approach may be the best approach to data collection, as it can look at an indicator in different ways. Develop Data Collection ToolsOnce there is a plan in place for data collection, the tools can be developed. A commonly used tool is questionnaires, as these can be easily distributed and can gather a variety of data from stakeholders and the public. Data collection should not be biased, and should reflect the true situation. Employees should be trained to use the selected data collection tools. The tools should first be tested locally to see if there are any issues, before they are deployed. These tools can now be used in the planned fashion to collect and manage data. It is important that there are steps in place to safely store data and any personal information. At this point, high quality data will be available to analyze. This data can be used to generate reports, improve activities and promote the company to new funders. Impact reporting is a crucial step of impact measurement, as it communicates the changes implemented in a company and the impact of the company on people and the environment. Evaluating and reporting a business’ impact can help a business review their impacts against its mission, vision, and goals. It can also be used to motivate staff by celebrating achievements, and create a learning environment where staff can improve their skills to focus more on results and improved services. Credible impact reporting is important as it has the ability to promote a business, attract new investors, and share information. It also fosters a culture of transparency and accountability. It can, however, be challenging to know what information to include in an impact report, and how to present the data.Impact reports can take many different shapes, depending on the intended readers and industry. However, there are some principles that should be kept in mind, no matter the type of report. A clear report is a report that is structured well, readable, avoids jargon and does not contain long lists of statistics. Data must be presented in clean and understandable infographics. Readers must be able to quickly understand and find information. The author of the impact report should consider the audience. The information must be available to whoever wants it, and must be available in different formats.Reporting must be open and honest. Impact reports must not only show successes and positive impacts, but also shortcomings and any negative impacts. Reporting connects a company with its stakeholders and the public, providing them with information. A company should therefore hold itself accountable for any impacts, positive or negative, and reflect this in the impact report.Any reported statistics or data must be easily verifiable by readers of the impact report. The report must provide quantitative and qualitative data for each of the impacts identified. The complexity of the report should match the size of the company, and the complexity of changes they are trying to initiate. Try summarizing certain topics where possible, when a lengthy explanation is not required. This will ensure that readers can easily find the information they are looking for. Annual Reports; Reporting directly to funders, investors and commissioners; Board Reports (that contain management information and organizational data); Internal Reports for staff, beneficiaries and volunteers; Marketing Material for fundraising and promoting; Sustainability Reporting; Impact Investment Reporting. It was often the case that producing an annual report was a “must do” for charities, social enterprises or businesses with social programs. The annual report would include all the information regarding finances, sponsorships, expenses and supporters. The biggest difference between traditional annual reports and impact reports is the presence of financial information. Annual reports offer a high level overview of revenue and expenses for the year. An impact report has a different scope, and does not require financial information at such a level. Impact reports and annual reports have different lengths and scopes. An impact report is more narrowly focused – on certain impacts, activities, or projects – and is therefore much shorter than an annual report. Annual reports offer a much broader and more comprehensive view of the entire year.There is also a big difference in cost between impact reports and annual reports. Annual reports, being longer and more complex, involve a lot more expenses to put together. An impact report can be drafted in the office using freely available impact reporting software and is thus lower cost. The design of the impact report is important, as it takes the reader through all processes that were undertaken to achieve the impact. A basic impact report should at the very least include information on investments, the impacts measured, which measuring impact framework was used, outputs and outcomes, and the way forward.The impact report should have three main sections:The executive summary is critical, as it condenses the information captured in the report and can act as a quick reference for the reader. The summary should keep the audience in mind, and highlight sections of the report that are important to them. Impact Strategy and GoalsAll impact management is guided by a strategy, and the report should identify which strategy is implemented. Any impact goals that form part of the strategy must be clearly communicated to stakeholders. These goals can be indicators or outcomes. Data visualization enables readers to make sense of complex statistics. It makes data usable, understandable and accessible to the target audience. Select appropriate graphs or charts to showcase the data in the best way, and make sure these graphics get the message across. As mentioned, there are different types of impact reports, however, following a set of questions can help any business or social enterprise design and write their impact management report. The report should tell stakeholders about the company and why its work is important. Stakeholders should understand the context in which the company functions, and what the needs of its beneficiaries are. Stakeholders should get a clear understanding of why the work is important, and the impact the work has on people’s lives. How do we address the problem?This is the section of the report that will describe all activities that are being done to overcome the problem. This can be straightforward for smaller social companies, but can be difficult for larger corporations. This question can be difficult to answer. It requires the company to look at its activities and outputs, as well as long-term outcomes and impacts. Any changes to work must be attributed. How can you be certain you are achieving the goals?Clear and verifiable evidence must be provided that the outcomes are being achieved. This does not mean only statistics and graphs. Good impact reports will include feedback, case studies, survey results and even anecdotal evidence. Are you learning and how can you improve?Finally, the impact management report must talk about setbacks and challenges faced. It must include what was learned from these experiences, and how it will be improved upon in the future. It is okay to write about failures, as long as it includes what was learned from these. Impact measurement has received its fair share of criticism.Funders and investors often require high levels of data capture, which can be a costly exercise, and also leads to micromanagement. It can also be problematic if the wrong impact is measured. Focusing on short-term impact reporting metrics can create a sense of accomplishment that disrupts the long-term goal or shifts the focus from fundamental problems. To put it simply, impact measurement is how a company or organization measures its long-term impact on societies, communities, and individualsImpacts are presented in an impact report. The data you collected on your impacts can be presented in any fashion, but it is important that the audience of the report is kept in mind. An easy way to present impacts is through infographics (like charts and tables) that clearly represent the data.Indicators measure the success and duration of a business’ activities. Indicators provide clarity and can guide impact management. Indicators are visible, measurable and tangible.Executive summary Impact Strategy and Goals Data VisualizationDepending on the type of impact that is being reported, it can be either qualitative or quantitative. As a rule of thumb, quantitative data will show you any problem areas in your organization, and qualitative data will indicate the reasons for these problem areas.Impact management and reporting are important because:It helps a company reflect on and take accountability of their work. It generates support and funding for programs. Helps a company to focus on initiatives and issues that may arise. Provides a clear path forward to implement positive change. Although measuring impact of a projectand reporting may be challenging, it leads to innovative changes that can improve people’s lives. Impact management is not a once-off event, but should be done continuously throughout each project’s life cycle. You’ve done the work of courting a donor, securing a donation, and working toward your nonprofit’s mission. Well done! Now comes the next part: creating a nonprofit donor impact report so your donors know what you accomplished with those hard-earned donations. It can be tricky to decide what all needs to go into an impact report. You don’t want to overwhelm your readers with information, but you don’t want to look like you’re holding back on everything you’ve done for the past year, either. We’re here to help! In this guide, we’ll share everything you need to know about nonprofit impact reports. What is a Nonprofit Impact Report? A nonprofit impact report, sometimes referred to as a donor impact report or simply a nonprofit annual report, details what your organization has accomplished in the last calendar or fiscal year. A nonprofit impact report usually includes three main types of reporting: Numbers – A great report includes numbers documenting your organization’s impact. For example, if your organization works with many different countries, you might number how many countries you worked with that year. You might list the number of participants for events or the number of dollars your organization leveraged to better serve your target communities. Description – Just like you can use numbers to highlight your impact for the year, you can use words to describe everything you accomplished. The written part of your nonprofit annual report should be carefully managed to not overwhelm your readers. When writing these descriptive passages, you can simultaneously appeal to your audience’s logic and emotion, showing clearly how you helped and why it’s so important that you did. Pictures – Pictures really are worth a thousand words, and they do a lot of work in impact reports. Donors like to be able to see–in clear, easy-to-understand ways–how their donation has helped someone. And if you can show them a picture of someone they helped, that will connect them even more to your organization. When and Why Do Nonprofits Need an Impact Report? As a nonprofit organization that takes donations, you know how much responsibility that requires. You must accept donations securely and legally. You must maintain a relationship of trust with your donors. And creating an impact report is an important part of that process. Donor impact reports are typically published quarterly or annually. Publishing quarterly reports is usually necessary for organizations that are very active, with multiple campaigns a year, several events a quarter, and many donations. Publishing annual reports is more appropriate for smaller or less active organizations. You need to create impact reports for the following reasons: It’s the right thing to do – Just as you complete your annual reporting to the IRS or other reporting agency, providing your donors with an impact report is the responsible thing to do. It shows you’re accountable–which helps with the next item on this list. It encourages your donors to give again – If you’re accountable, donors are more likely to trust you with their donations again. Plus, once you show them how much good their donation did last year, they are more likely to feel like giving to your organization was worthwhile! It thanks your donors – Part of your report includes a sincere thanks to your donors. It inspires new donors to give – Nonprofits add these reports to their websites, making them easily accessible to visitors. If potential donors can see your impact, they are more likely to give. It helps track the history – Impact reports help you track your progress throughout the years and provide insight into the history of your impact. How to Create a Nonprofit Donor Impact Report Now that we’ve covered why impact reports matter, let’s take a look at how to create one. 1. Gather your intel Your impact report should include some good numbers representing your accomplishments. Therefore, you first need to gather the data behind those numbers. Meet with your team and ask them to pull the following types of information for whichever period you’re covering: 1.1 Donations and donors’ data Amount of total donations Amount of new donors Number of campaigns run Demographics of donors Location of donors Donorbox helps you easily collect all this information. On your Donorbox account, you can explore the options for campaigns, donations, and supporters to collect data on donors, members, and event attendees, as well as all the campaigns you’re running and donations you have collected online on Donorbox. You can also add offline donations to Donorbox so all your data lives in one place. Donorbox CRM offers even more detailed data. Use Jay·AI to pull information about your donors and funds, track detailed donor demographics, and more. Discover everything CRM has to offer in this blog. Get Started With Donorbox 1.2 Organizational data Some readers of your impact report may be connecting with your organization for the first time. Some will likely be potential donors. It’s important to include organizational information as a sort of introduction to the people that power your mission – and to show that you manage funds responsibly. Consider adding the following: List of all board members with short bios. Staff list, program and campaign managers, fundraisers. Revenue and expense breakouts for financial transparency. 1.3 Mission-specific data This section should detail your organization’s progress over the past year. How have you served your mission? How have your organization’s efforts moved the needle on your cause? Include the following types of information: How many lives you served during the time period. How many countries or areas you impacted. Hours spent working toward your organization’s mission. Programs, campaigns, events, goals, etc. Event participation. Any major fundraising campaigns you may have launched. 2. Choose your format Depending on how much information you decide to include, you might choose to create a PDF document or a page built directly into your website. Adding your annual report or impact report directly to your website makes it easy to access and more dynamic as you can link to other material on your website or even include animations. Whichever you choose, remember to focus on readability, attractiveness, and clarity of information. 3. Create the design template The best impact reports are designed to be pleasing to the eye. You want readers to be able to access the most important information right away–without getting bogged down with too much noise. Think easy-to-read infographics along with charts and graphs. You want to illustrate your impact, and design is a great way to do that. Pro tip: The design of your report should match the branding of your organization. That means colors, textures, and shapes should feel cohesive both throughout the document and with your nonprofit organization’s other branded material. When it comes to design, consistency is key! Bonus Resource: Use this detailed webinar on data visualization to learn how to tell a story with your data: Subscribe to our YouTube channel to get trending fundraising ideas and strategies from nonprofit experts every week! 4. Choose pictures As mentioned above, pictures can do so much work in your impact report. The right picture can illustrate so much more than data ever can and can help you create a comprehensive document that truly shows your organization’s efforts. Add pictures that illustrate why your mission is important. For example, a picture of a school child smiling with the new backpack that your organization provided is a lot more powerful than a picture of the backpack by itself. Pro tip: Be sure to only use pictures that your organization owns and/or has permission to use. This is not the time to use stock photos. The more your images seem connected with your organization and mission, the better. 5. Write text In addition to the numbers, design, and pictures, you’ll need to write descriptive text to go in your annual report. This is where you can provide qualitative data. This might include: A letter from your president or CEO thanking donors and explaining how their donations made your mission impact possible. A description of an event, program, show, or day of outreach. Testimonials from individuals your organization helped. A blurb about the organization’s plans for the next year. A description of the importance of your mission, alongside your mission statement. Pro tip: Just as your design needs to match your organization’s branding, your written text should too. Think about the tone that best fits your organization: Conversational? Academic? Professional? Whatever it is, be sure to write with some level of authority so your readers know they can trust what you’re saying. 6. Publish Decide how you’ll roll your impact report out. Usually, this will include an email to present donors, a post on social media, and sometimes even a direct outreach with major donors so they know you’re thinking about them. You should be proud of your impact report, both of what it details and how it looks/reads. Getting the word out there–that it’s ready and live on your website–will add to your appearance as an organization that takes pride in what they do. 3 Excellent Nonprofit Impact Report Examples for More Inspiration Now it’s time to see these tips in action with three note-worthy examples of nonprofits showcasing their impact. 1. New Energy Nexus Global Impact Report 2023 In the 2023 global impact report for New Energy Nexus, there are many pictures of the entrepreneurs the organization sponsors with explanations of the products the organization supports. These pictures are effective because they bring people to the page – they show that there are real people behind the scenes who are benefitting from this organization. But there are many other reasons why this impact report has made it to our favorites list! It included the following: An efficient breakdown of numbers with ample data. A letter from the Chief Energy Officer with quote highlights and an image. Concise descriptions of their vision, mission statement, strategy, and approach. Solution spotlights based on locations. Several case studies showcasing their work. A page dedicated to helping people get involved in their mission. We love this report for its attention to every important detail. 2. Code for America Impact Report 2023 We love how Code for America adds their impact reports right on their website, making for an easy-to-navigate and attractive reading experience. Their report includes: An inspiring message from the CEO. Detailed looks at their impact organized by each project. An interactive map to navigate through each project. Helpful illustrations and clear impact numbers. A breakdown of their leadership’s demographics. And more. They also share a look into what the future holds, making it easy to see how their success in 2023 can be replicated and expanded. 3. Wellington Zoo Impact Report 2023/2024 This annual impact report from the Wellington Zoo details all of their activities, goals, and achievements for their fiscal year. Here are some elements that work well in their report: Stunning design with the right choice of colors, fonts, and images on every page. Letters from the leadership. A clear demonstration of role and purpose. A thorough description of animal welfare practices and programs. Information about workshops, innovations, and research projects. Highlights of collaborations and partnerships. Photos and explanations of special events and community days. Business continuity plans, decision-making strategies, and budgets. Breakdown of revenue and expenses. Explanation of the current financial state. And more. We love this report’s detailed approach to transparency. It truly paints a complete picture of the zoo’s activities for this fiscal year. Over to You When it’s time to create your impact report, let the facts of the last year or quarter guide you. A good impact report addresses all questions, with one main mission: to make donors feel like their donations were used well. And to encourage those who haven’t donated yet to give to your mission. To create the best impact report for your nonprofit, you need an online system that helps you collect, store, and manage data. Donorbox and Donorbox CRM are your one-stop shop for all things data and fundraising. Donorbox has helped over 100,000 organizations fundraise through simple, affordable, and outcome-driven features like Recurring Donations, customizable Fundraising Pages, Crowdfunding, Peer-to-Peer, Events, Memberships, and more. Check out all our features here. Explore tons of helpful articles on fundraising and nonprofit management on the Donorbox Nonprofit Blog. Challenging the labelling of "toxic employees": a wider perspective on understanding and managing workplace relationships by Becky Nixon • 22 May 2024 People sometimes struggle to understand what a trauma-informed approach is. This is in part because although there are frameworks and tools to help to implement trauma-informed practices, the core of it is really a shift in thinking that once you've "got" (although it's also an ongoing learning process) you can start to apply to any situation. This article is partly an example of how to think about management in a different way that is more sympathetic to people, takes a systems approach rather than putting the problem with one person, and takes into account how trauma, adversity or discrmination may affect a situation and how it's viewed. I’ve been meaning to write something about the framing of “toxic” workers since I read this article , which the date tells me was nearly a year ago now. The article is in People Management by the Chartered Institute for Personnel and Development (CIPD). This is just one example, there are many more, but this is framing that, in my view, is likely to cause more problems than it solves. Everyone can probably think of a colleague who might have been described as "toxic", but I have a strong reaction to the labeling of human beings like this, particularly by a worker in relation to other people who have been selected and welcomed into their organisation. The use of such a strongly negative term can feel dehumanising and dismissive of the complex factors that contribute to an individual's behavior in the workplace. It is also counter to the trauma-informed philosophy of looking at what happened to people that explains their behaviour rather than what's wrong with them. What’s the problem with the "toxic" label? Labelling a worker as "toxic" fails to recognise that people are individuals with strengths and weaknesses and a lifetime of experience that has shaped who they are, including processes in the organisation or previous work roles, and the person's life experiences such as childhood trauma, adversity or exclusion. It minimises the role of workplace processes in influencing worker attitudes and performance and the impact of the type of work that people often do in the voluntary and public sectors with dangers of burnout, vicarious trauma, moral injury and compassion fatigue. This framing can lead to a blame-oriented mindset that further alienates the worker and hinders progress, and may have an impact on the culture in the wider team. Assessing workplace processes and worker needs Every person in the organisation is part of a system, and relational issues are rarely "caused" by just one person. Worker unhappiness or difficult behaviour may stem in part from inadequate workplace processes or poorly supported managers. The same publication reports that although the majority of people say they have a good manager, 53% of those wanting to change roles were doing so because of their manager. Instead of labelling a worker as "toxic," it’s important to ensure that people have the necessary resources and support to perform successfully. There are evidenced and established frameworks about what contributes to worker stress, burnout and vicarious trauma or what correlates to greater

worker performance, satisfaction and retention. These can be used to assess workers’ needs, actively seek their feedback, and engage in structured and open communication. Rather than viewing the worker's behaviour as resistance, it can be seen as valuable data that highlights potential areas for improvement within the organisation. When workers express unhappiness, it presents an opportunity to actively engage with their concerns, which may be shared by other team members who aren’t so confident in speaking up. These are workers that can prevent avoidable mistakes and failure. By structuring meetings in a way that encourages constructive criticism, for example allowing workers to formally play the role of devil's advocate, organisations can gain valuable insights into potential issues and foster a culture of continual learning and improvement. Furthermore, this is a person that your organisation has recruited and inducted, and possibly passed probation, so it’s worth considering whether something has gone wrong at this stage as well as recognising that you have a contract with them that includes supporting them and dealing with any problems. The contribution of psychologically and trauma-informed approaches An individual's behaviour is often conditioned by their experiences of adversity and trauma or other family dynamics This may be especially the case for people in “helping” roles who are more likely to have experienced adversity . It can be helpful to start from a position that people are trying their best and of understanding that people’s behaviour makes sense to them based on the context that they are in although you – and they – may not understand where this comes from. Some examples of how family dynamics influence how people are at work are explored in this article as illustration. While there are limits as to what issues can be addressed within the workplace, adopting psychologically and trauma-informed management can create a more supportive environment. The trauma-informed principles I use based on research are: 1. restoring power, choice, and control; 2. creating safety; 3. building strengths and self-worth; 4. recognising identity and context; 5. facilitating connection; and 6. supporting coping mechanisms. Each of these recognises and supports the wider psychological and emotional needs that all workers come with in a way that is appropriate for the workplace but also recognises boundaries - this also comes with a warning that managers need to recognise their own limitations and avoid initiating discussions they aren’t competent to handle, focusing on maintaining appropriate boundaries and directing workers to seek professional support when needed. Engaging with worker concerns and addressing inclusion A further factor to consider is whether issues of inclusion and belonging are contributing to worker unhappiness. Fifteen percent of workers have experienced bullying , but there can also be lower-level issues of exclusion or "othering" that lead to individuals feeling left out or overlooked that can create what appears to be hostile behaviour. The picture of how diversity in teams contributes to performance is complex and not a straightforward correlation - probably because it needs skillful management and psychological safety to take advantage of the benefits that it brings, it doesn’t happen automatically. When everything else has failed After exhausting other avenues, in some cases being in the organisation is not the best thing for the person, for the organisation or for its beneficiaries and other stakeholders, and a performance improvement plan may ultimately be necessary. The actions of one person can have a big effect on a whole team - one of the factors influencing an individual's performance and engagement is their perception of their colleagues' commitment to quality work – but this can be a complex mix, workers who exhibit behaviour that is deemed "toxic" can be highly skilled and dedicated to their roles with their frustration stemming from feeling unable to perform to their full potential due to workplace structures or limitations. Organisations need to ensure that they have clearly set out values that preferably workers have contributed to developing, and that it is clear that their performance will be assessed against these and not just task-related outcomes. How Ideas to Impact can help Ideas to Impact's training, consultancy and mentoring considers some of these wider issues in relation to how to pinpoint and address problems. Training includes: A half-day introductory workshop to trauma-informed practices in general, appropriate for people working in any role in the organisation. From stress to strength: managing a psychologically and trauma-informed team - focusing on psychological insights and how trauma-informed approaches can apply to the workforce. Building strong foundations: psychologically and trauma-informed systems and culture - focusing on organisational systems and processes for managers, leaders and anyone else in organisations with a role in determining these. Courses includes a set of frameworks and tools that can be used on an ongoing basis as well as considering wider psychological and group dynamics factors. Training can be provided within individual organisations or to groups of organisations (we have found that this is a good way to make links between organisations that can have wider benefits for the work as well as sharing good practice) and delivered as whole day sessions or broken down into workshops. We also know that whilst people find one off training useful, it can be difficult to put it into practice in the workplace, so individual consultancy and mentoring is also available. Have a look at our services page or get in touch directly at becky@ideastoimpact.co.uk Developing the new Investing in Volunteers 2021 standard by Becky Nixon • 23 March 2021 Background The Investing in Volunteers standard was last reviewed in 2010, so it was due for a refresh in line with changes in volunteering and the wider world. Ideas to Impact won the tender, and working with colleagues Janet Lewis-Jones (IiV lead assessor) and Ann Gilbert (formerly chief executive of Northampton Volunteering Centre) and assistant Marlen Tallett, we undertook desk research and a consultation to refresh the standard, working closely with Jo-Ann Maycock, Trish Kiss, and Adam Fox at NCVO and liaising with leads from the other UK organisations, WCVA , Volunteer Scotland , and Volunteer Now . The project was overseen and the final version agreed by the UK Volunteering Forum with representatives from each of the four countries. Aims of the refresh included: Streamlining the standard and updating practice and language in line with current volunteering good practice and wider developments in volunteer-involving organisations. Ensuring that it is relevant to a wide range of volunteer-involving organisations, including specific guidance for different types and sizes of organisation and different types of volunteering opportunities. Focusing more on the volunteers' experiences, including incorporating the findings from NCVO's research with over 10,000 volunteers Time Well Spent . We engaged with around 200 people through an online survey, online workshops, individual telephone calls, attendance at the National Volunteering Forum, individual email conversations, and three workshops held by country leads in Scotland and Northern Ireland. Once we had a draft standard, 24 organisations filled in a self-assessment against it, we undertook 17 volunteer and trustee mock interviews, and a focus group of different types of organisations reviewed the materials. Comments that we received on the new standard included, “I really like the way the standard is now more readable, and easier to use as a tool to explain to others not so knowledgeable about volunteering what underpins a good quality volunteer involvement process." “I think it hits the big picture elements for diversity and inclusion and reminds people that we need to be pro-active in reaching out to encourage people to get involved." “I think it's great to see people as the first point in the explanation of the quality area. Volunteering is about people first and foremost." Main changes in the 2021 standard There are now six quality areas instead of nine: Vision for volunteering Planning for volunteers Volunteer inclusion Recruiting and welcoming volunteers Supporting volunteers Developing volunteers Some of the main changes include: A greater emphasis on volunteering being part of the wider organisational strategy and a requirement that the impact of volunteering is understood and communicated - impact assessment has changed a lot in the 10 years since the standard was last reviewed. This is crucial so that organisations value their volunteers, but also so that volunteers can see that their work is important and makes a difference - feeling meaning and purpose is key to volunteer engagement and satisfaction. This includes ensuring that any volunteer managers are appropriately integrated into the organisational structure so that there is an ongoing mechanism for communication across the organisation. Detail relating to specific processes removed to guidance, with indicators focusing more on outcomes and the bigger picture . Included in this category of changes are: thinking through the purpose of holding information about volunteers (not just data protection), having a positive and managed exit process (not just collecting feedback from volunteers who are leaving) and supporting volunteers' future aspirations (not just providing references). Following feedback in Time Well Spent that many volunteers found volunteering overly bureaucratic we've also included making sure that systems and processes are proportionate and volunteers know why they are in place. "Volunteers feel..." statements that focus on how volunteers experience the organisation, for example volunteers feel supported rather than the organisation provides support. Other "volunteers feel" statements include that there is good communication, their contribution is meaningful and rewarding and they feel valued and a part of the organisation. Some consultation respondents were concerned about whether these would be difficult to assess, but when we interviewed volunteers we found this was the sort of information they naturally provided, often without us actually asking specifically! From the perspective of organisations, finding out whether volunteers do feel these things is part of day-to-day activities anyway through formal and informal processes, and is important in ensuring that volunteers have a quality experience and remain volunteering. We also broadened out the scope in the indicators relating to equity, diversity and inclusion , relating what happens with volunteer inclusion to the aims of the organisation as a whole, and ensuring that the whole organisation is welcoming to a wide range of volunteers. Ensuring that organisations are proactive in increasing volunteer diversity and tackling under-representation was also strengthened, along with further guidance for organisations that work with a specific section of the population, for example particular health conditions, or select volunteers from members or service users. In quality areas five and six we used our experience of assessing IiV to make strengthen areas where we'd heard frequent comments from volunteers about their experiences but that were not explicit enough in the previous version. This included making sure that volunteers were able to discuss how they are doing - not all volunteers want feedback on their "performance" but they do generally want to know what has happened as a result of their volunteering. The indicator on volunteers being able to learn and develop was changed to include organisations recognising the skills and experience that volunteers bring with them where appropriate, as it's not infrequent that volunteers say they have skills that could be put to use that organisations are unaware of. Also in this section we emphasised that volunteers often say they would like more contact with other volunteers - we found research that indicated that peer support from other volunteers was more highly correlated with volunteer engagement and satisfaction than support from paid volunteer managers. The new version of the standard will be available on the Investing in Volunteers website following the launch on 24 March 2021 About Ideas to Impact Ideas to Impact provides a range of services to organisations and individuals including relating to volunteer management and developing and assessing quality standards. This includes consultancy, research, workshops and one-to-one support in coaching or through a one-off Power Hour where we can talk you through any issues you have with volunteering and what we know from research and evidence and our experience of talking to hundreds of volunteers. Our news and blog gives more information about different aspects of our work. This includes courses that fit with Investing in Volunteers, including Encouraging Inclusion , Volunteers' Voices , and How to have happy and engaged volunteers , which also incorporates psychological research around engagement, motivation and wellbeing. Please email becky@ideastoimpact.co.uk if you would like to be added to the list to be informed when open versions of these courses will be run, or sign up to the newsletter below.