

Les Hems

Director of Research, Centre for Social Impact, University New South Wales

Les is at the forefront of research to develop an evidence base to support Third Sector policy and practice, and specifically the development of databases, web based knowledge resources, and innovative research methodologies.

Over recent years in a range of roles with **GuideStar UK** he has played a pivotal role in a number of key UK government initiatives including research commissioned by the **Office of the Third Sector** to develop and pilot National Indicator 7: environment for a thriving third sector, which is part of the Local Government Performance Framework. He was instrumental in GuideStar's contribution to the 'National Survey of Third Sector Organisations' which includes the sample frame and a comprehensive body of economic data on all third sector organisations.

A key theme in this work has been operationalising the definition of the third sector and social enterprise which has been instrumental in the development of the comprehensive **GuideStar Third Sector Database**. – extending the coverage of the database from registered charities to include social enterprises, community interest companies, not-for-profit companies, and industrial and provident societies.

In early 2009 Les completed a research report with INVOLVE and commissioned by the Office of the Third Sector and Children England - '**Better together: improving consultation with the Third Sector**'. The project also produced a toolkit to help local authorities engage effectively with third sector organisations. He was also a key member of the team undertaking the national evaluation of the £200 million ChangeUp capacity building programme commissioned by Capacitybuilders, which is due to report in December 2009.

In addition to these national initiatives, Les has established a growing programme of work at regional and local levels covering both the third sector and social enterprise. These regional and local studies seek to form a robust evidence base to inform policy and development programmes. These studies highlight the economic significance of the sector as well as the third sector's role in creating public benefit. The evidence created in these localities provides a platform to assess the impact of the recession and to help regional and local government agencies and regional and local third sector infrastructure organisations formulate responses.

In pursuing the GuideStar UK vision to become the definitive source of Third Sector data Les instigated a step change in the scope of the Third Sector database and the sophistication of mining and utilising financial and organisation data across different legal forms. Les has worked with a range of partners to exploit the information resource created including: Experian to create risk and credit scorecards which will level the playing field for TSOs in the procurement of public services; BMG Research to undertake social research including postal and telephone surveys; Spikes Cavell to develop tools to measure public sector expenditure through TSOs and third sector public service delivery; Sustain Consultancy to support capacity building initiatives; Third Sector Research Centre to support pure academic research and applied policy and practitioner research.

Les has spent the last 18 years developing the evidence base for the third sector. Initially at **Aston Business School** in the early 1990s through undertaking baseline surveys of charities for the **Office for National Statistics** and a range of policy and applied research. Les then established the research team at the **National Council for Voluntary Organisations (NCVO)** and between 1994 and 1998 established: the **Almanac** publication which remains the basic reference source for the

voluntary sector in the UK; an annual conference for voluntary sector academic and sector researchers – the 15th annual conference will be held in September 2009; the **Third Sector Foresight** programme of strategic analysis; an annual survey of individual charitable giving that monitored the impact of the National Lottery; a programme of policy research including analysis of the impact of the national minimum wage.

Between 1998 and 2000 Les was the Principal Researcher on the **Johns Hopkins University** Comparative Nonprofit Sector Project and was responsible for the South Asia, Africa and Middle East components of the research programme; and also led on the impact measurement component of the project.

In 2000 Les established a research centre at **University College London** focusing on Voluntary Sector Policy and Research. In 2002 the research centre merged with the **Institute for Philanthropy** where Les became the Director of Research. Les established a programme of research focusing on the incentives and barriers to philanthropy. The research considered specific policy initiatives including corporate giving (including workplace / payroll giving), split interest trusts, social attitudes to giving, and the role of information in philanthropy. The latter led to the Institute incubating the GuideStar UK project – a website www.guidestar.org.uk which presents comprehensive information on registered charities.

Les taught a Voluntary Sector Policy module on the **UCL School of Public Policy** MSc in Public Policy between 2000 and 2009. Les is also Chairman of the Coventry Sports Trust – a charity and social enterprise with a £5 million turnover. Les also sat on the regional coordination group for the National Skills Academy which strives to improve skills and learning in sport and leisure.

Qualifications

- M.B.A., Aston Business School
- B.A.Hons. Geography, University of Wales, Aberystwyth

Summary of Career History	Date
Director of Research, Centre for Social Impact, University of New South Wales	2009 - present
Director of GuideStar UK and GuideStar Data Services	2009
Director of Third Sector Data & Analysis, GuideStar Data Services	2008 - 2009
Director of Development and External Affairs, GuideStar UK	2003 - 2007
Director of Research, Institute for Philanthropy, Faculty of Laws, University College London	2002 - 2006
Visiting Teaching Fellow, School of Public Policy, University College London	2002 - 2009
Director, Centre for Voluntary Sector Policy, School of Public Policy, University College London.	2000 - 2001
Senior Research Associate at the Centre for Civil Society Studies, Institute for Policy Studies, Johns Hopkins University, Baltimore, USA. His main role at JHU was coordinating an international	1998 - 2000

research project on mapping the scale, scope and impact of the nonprofit sector in over 40 countries, specializing in the less developed countries of East Africa, South Asia and the Middle East.	
Head of Research at the National Council for Voluntary Organisations (NCVO). Les established the research team at NCVO and directed a programme of research that created a baseline set of data on the UK voluntary sector that provided a platform for the policy and development work of NCVO.	1994 - 1998
Senior Research Officer at the Public Services Management Research Centre based at Aston Business School undertaking a wide range of contract research on behalf of central government departments including the Department of Environment and Department of Trade and Industry.	1984 - 1994

Selected publications

Hands D, Coleman L, Hems L, Bovaird A, Johnson D (2008) The environment for a thriving third sector:

http://www.cabinetoffice.gov.uk/media/cabinetoffice/third_sector/assets/research%20paper%20chapter%203.pdf

Fennell E, Gavelin K, and Wilson R (2008) **'Better Together: effective consultation with the third sector'** <http://www.involve.org.uk/better-together/>

'What do people give to?' In *Giving Now*, Edited by Catherine Walker et al. London, 2002

The need for strategic change in the UK voluntary sector: Growth Trends in the UK voluntary sector economy 1991 to 2001, Institute for Philanthropy Bulletin January 2002

The UK Voluntary Sector Almanac 2002, London: NCVO, 1998 (with P. Jas, K. Wilding, A. Passey & S. Wainwright)

Assessment of the functioning of the civil society sector in Bulgaria, United States Agency for International Development (with R. Holloway, R. Dimitrov & W. Ploog)

Trust and Civil Society, London: Macmillan, 2000 (with F. Tonkiss, A. Fenton)

The UK Voluntary Sector Almanac 2000, London: NCVO 2000 (with A.Passey & P. Jas)

Maryland's Nonprofit Sector: A major economic force, Baltimore: Maryland Association of Nonprofit Associations, 2000 (with L.M. Salamon)

Global Civil Society, Baltimore: Johns Hopkins, 1999 (with L.M. Salamon et al.)

The UK Voluntary Sector Almanac 1998/99 London: NCVO, 1998 (with A. Passey)

Survey of Job Roles and Salaries in the Voluntary Sector London: NCVO, 1998 (with A. van Doorn)

Third Sector Foresight 1998: A Strategic Analysis for the UK Voluntary Sector, London: NCVO, 1998 (with A. Passey and M. Abdy).

Charitable Giving in Great Britain 1996, London: NCVO, 1996 (with A. Passey)

The UK Voluntary Sector Statistical Almanac 1996, London: NCVO, 1996 (with A. Passey)

The Charity Commission Classification System, London: HMSO

Training for the voluntary sector: a feasibility study into establishing a strategic training body, London: NCVO, 1995 (with P. Waterston, S. Osbourne and A. McCabe)

Constraints on the growth of small firms: a report of a survey of small firms, London: HMSO (with A.G. Bovaird and M. Tricker)

'Market Failures in the provision of finance and in business services for small and medium sized enterprises' in *Finance for growing enterprises*, edited by R. Buckland and E. Davis. London: Routledge, 1995 (with A.G. Bovaird and M. Tricker)

The Conservation Areas of England London: English Heritage, 1990 (with G.R.A. Pearce)

Journal and conference papers

'Developing a framework for performance assessment in the nonprofit sector – a stakeholder and information driven approach' Paper for the 2002 ARNOVA Conference, Montreal, Canada.

'Seven year itch' – *the relationship between New Labour and the UK voluntary and community sector*, Keynote address, Accord Forum, Ottawa, Canada 2002

Building effective relationships between government and the nonprofit sector, CIVICUS EUROPE Conference, Zagreb 2002

Building effective relationships between government and civil society, International Workshop, CIVICUS Biennial Conference, Vancouver 2001

'Trust, the Voluntary Sector and Civil Society' *International Journal of Sociology and Social Policy* Vol. 19 No. 7/8 1999 (with N. Fenton and A. Passey)

'So what? The impact of the nonprofit sector: A preliminary analysis'. Paper for the 1999 ARNOVA Conference, Virginia, USA (with L.M. Salamon & S. Toepler)

'Establishing the income and expenditure of UK Charities' *Nonprofit Studies* 1/1 1996 (with S. Osbourne)

'The changing economic structure of the UK voluntary sector 1991 to 1995'. Paper for the 1996 ARNOVA Conference, New York, USA

'The development of a new classification system for registered charities in England and Wales'. Paper for the 1996 ISTR Conference, Mexico

'Portfolio management and revenue concentration in UK charities: the models tested'. Paper for the 1996 ISTR Conference, Mexico

'The economic structure of the British voluntary sector' *Nonprofit and Voluntary Sector Quarterly*. 24/4 1995 (with S. Osbourne)