



department for
culture, media
and sport

THIRD SECTOR STRATEGY



April 2009

improving
the quality
of life for all

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Foreword



Through my work as an MP for Stevenage and as Minister for the East of England I see at first hand the impact that voluntary work has on local communities and individuals. I am constantly impressed by the dedication and effectiveness of voluntary sector organisations, the volunteers who work for them and the difference they make to people's lives.

I passionately believe that the voluntary or third sector has a crucial role to play in shaping the nation's future. It is a central part of building and shaping communities, achieving active participation and community cohesion, and finding solutions to social and environmental challenges.

As Minister for Culture, Creative Industries and Tourism I also know that the third sector is indispensable to the Department for Culture, Media and Sport. The sector plays a central role in sport, the arts, heritage, museums, and many other policy areas. It makes an important contribution to meeting our Departmental objectives, honouring our public service agreements and enriching the communities in which they are based.

A mutually supportive relationship with the third sector thus brings significant potential benefits to both parties. This strategy considers the successes of this relationship, past and present, and develops our vision for its future. In the current climate that strategic relationship is all the more important for the flexible, creative and innovative solutions it can bring to communities facing new challenges.

The strategy is designed to build on the Department's previous strategy, *Engaging with the Voluntary and Community Sector*, published in February 2006. Against a background which has evolved to present new challenges and opportunities, including the economic downturn, this strategy sets out how my Department will seek both to get the best from, and give the best to, our important third sector.

A handwritten signature in black ink that reads "Barbara Follett".

Barbara Follett MP

Minister for Culture, Creative Industries and Tourism

Executive Overview



I have long been a passionate advocate of the power of volunteering, both as a means of self-development and as a way to put something back into the local community.

As a keen cyclist, I attend many races and events around the country. These could not take place without the many committed and dedicated people who have a passion for what they do and who are prepared to give their time freely at weekends and evenings to put in extra hours to help organise them. I have also recently had the privilege of volunteering in my local museum, helping to set up exhibitions. This experience, and the people I met whilst volunteering, clearly demonstrated both the value of volunteering for the people involved and the value of volunteers to many of our community assets.

It was with great pleasure, therefore, that I took on the role of the DCMS Third Sector Champion. The group of Champions is composed of senior officials from across Whitehall who come together on a regular basis to examine issues and barriers facing third sector development and to look at ways in which Government Departments either collectively or in smaller groups can help to address or solve these.

My firm intention, as Third Sector Champion, is to introduce a step change in the way in which the Department works with and supports its third sector bodies. I see this strategy as an essential first step in the process of developing a new and mutually supportive relationship between the Department and its third sector colleagues.



Graham Turnock

DCMS Director and Third Sector Champion

Introduction

Government, Volunteering and the Third Sector

We increasingly recognise the value of the third sector¹ and volunteering² across Government. This recognition was reaffirmed in May 2006 with the formation of the Office of the Third Sector (OTS), a dedicated body with its own minister, to bring together the strands of third sector and volunteering policy in one place.

Over 59% of adults volunteer at least once a year and 40% volunteer at least once a month. The economic value of formal volunteering is estimated at £39 billion and thus makes a significant contribution to England's economy.³

The Government agenda for action across the third sector is set out in the joint Cabinet Office and Treasury report, *The future role of the third sector in social and economic regeneration*. Published in July 2007 and informed by the largest ever consultation with the sector, it sets out the Government's actions, aims and aspirations for its partnership with the third sector over the next 10 years. The review outlines the framework for Government intervention, aimed at empowering the third sector to reach its full potential, and provides the foundation on which this strategy rests.

More recently the Government has published an action plan for recession⁴ which sets out an agenda to address some of the challenges facing communities as a result of the global economic downturn. DCMS is clear that the things which culture, media and sport offer society are more, and not less important now, and that the part played by the third sector will be central to success. The relationship between Government and Third Sector proposed in this strategy will be all the more important for the flexible, creative and innovative solutions it can bring to communities facing new challenges.

DCMS, Volunteering and the Third Sector

Much of what DCMS aims to achieve depends upon an active third sector, whose outcomes are greatly strengthened by the hard work of volunteers. The delivery of culture, sport and media is immeasurably enhanced by the efforts of the third sector, including community-based sports organisations, major national charities, and small

¹ The Government defines the third sector as non-governmental organisations that are value-driven and which principally reinvest their surpluses to further social, environmental or cultural objectives. It includes voluntary and community organisations, charities, social enterprises, co-operatives and mutuals. These organisations often include a relatively small paid workforce complemented by a huge contribution by volunteers at all levels.

² It is important to note that although the third sector and volunteering are often closely linked (with the OTS' remit encompassing both), they may be distinct from each other. Volunteers in libraries, for example, are usually part of the public sector, whilst many third sector organisations do not make use of volunteers.

³ Source: *Helping out: a national survey of volunteering and charitable giving*, Office of the Third Sector, 2008.

⁴ Real Help for Communities: Volunteers, Charities and Social Enterprises, www.cabinetoffice.gov.uk/thirdsector/realhelpforcommunities.aspx, February 2009

trusts delivering leisure services. Furthermore, volunteers underpin the efforts of many of the above, as well as contributing to public sector work in libraries and elsewhere. The Department's outcomes are intertwined with the hard work of the third sector's paid and unpaid workforce.

The Department is one of the smallest in Whitehall, at only around 460 full-time employees (equivalent). We are, however, responsible for more public bodies than any other Government Department. These include 55 Non-Departmental Public Bodies (NDPBs) comprising such organisations as Arts Council England (ACE), Sport England, English Heritage, the Museums, Libraries and Archives Council (MLA) and the national museums. These organisations often combine direct delivery of public services with the provision of professional insight, advice and expertise regarding our key sectors. More than 90% of DCMS' funding is allocated to our NDPBs, who in turn have close links with many third sector cultural and sporting bodies.

We liaise with the NDPBs through specialist teams with responsibilities for each different sector – our Sector Teams. We also liaise directly with the third sector, through our Third Sector Forum, formerly the Voluntary and Community Sector Forum. The Forum is composed of representatives from 24 organisations for culture, media and sport, from both the third sector and from our NDPBs. (A full list of members is at Annex A.) The Forum meets twice annually to share information, network and engage with the core activity of the Department.

Financial Support

As a proportion of annual budget, DCMS's investment in the third sector is one of the largest in Government, and the Department has extensive experience of partnership engagement with the sector. In financial terms (figures for 2007/08), our NDPBs funded third sector organisations to the tune of over £440m – most of this was via Arts Council England (£267m), who fund over 800 third sector bodies. Other major funders of third sector bodies are Sport England (£88m) and UK Sport (£48m). Voluntary work also makes considerable contributions to the economy, although its value cannot be measured simply in financial terms; the equivalent labour cost of formal voluntary activity in DCMS sectors in 2000 was approximately £12.7 billion.

These figures do not include the financial support given to the third sector by funding from the National Lottery. The Department's biggest contribution in recent times to developing a stronger third sector has been the creation in 2004 of the Big Lottery Fund. This new Lottery distributor was created from a merger of the Community Fund and the New Opportunities Fund. The Big Lottery Fund distributes 50% of the funding raised by the National Lottery for good causes.

Since the Big Lottery Fund launched in 2004 it has distributed over £3 billion to thousands of projects across the UK. It awards close to £2 million in Lottery good cause money every 24 hours and it has pledged that 60-70% of its funding will go to projects run by the voluntary and community sector.

The Heritage Lottery Fund has awarded over £4.2 billion to heritage projects since 1994. 47% of this funding, amounting to £2 billion, has gone to the third sector. Grantees include third sector heritage organisations, both large and small, and a broad range of wider third sector bodies that explore heritage to enhance their core functions.

In addition, the Heritage Lottery Fund has, since 1994, awarded more than £1.4 billion (out of over £4.3 billion in total) to over 20,000 projects involving volunteers. More than 80% of grants awarded in 2008 have created volunteering opportunities. This has

ranged from training young volunteers to researching the experiences of residents on their housing estate, to a volunteer steering group developing a museum exhibition, as well as projects aimed specifically at increasing, developing and sustaining volunteers.

The Millennium Commission existed from 1994 until 2006 and supported many projects involving volunteering. These included a £100m Millennium Awards Scheme which supported 35,000 individuals in carrying out voluntary work. The Commission also left behind a £100m Endowment fund to support the charity UnLtd, which promotes the work of social entrepreneurs.

Our NDPBs, Volunteering and the Third Sector

DCMS and its NDPBs have tended not to operate by contracting specific services from third sector organisations on a regular basis.⁵ We may, however, fund project work by particular organisations, if it achieves the outcomes that we are aiming to deliver. Many of our NDPBs already work closely with the third sector to deliver better outcomes in this way.

SPORT

Volunteers and third sector organisations (including social enterprises) are central to the delivery of most sport, and play a significant part in shaping the experiences and satisfaction that drives sustained participation. Volunteers are key to maintaining voluntary sports clubs in England serving over eight million members, contributing towards the Government target of one million people doing more sport by 2013. The hosting of the Olympic Games in London in 2012 will also provide a tremendous opportunity to harness the enthusiasm of volunteers to help stage a major world event.

Sport England's *Active People Survey 2* (2007/08) highlights that there are over two million adults (age 16 and over), or 4.9% of the adult population, contributing at least one hour a week to volunteering in sport. Sport volunteering in England has increased by 0.2 percentage points between 2005/06 and 2007/08 (an increase of 125,000 adults over the two-year period).

The National Governing Bodies of Sport are third sector organisations, and there are approximately 100,000 community sports clubs, which provide the life blood of grass roots level sports engagement. 22% of all current volunteers in England volunteer in sport; sport is the third biggest contributor to total volunteering in England (Cabinet Office 2007). 47% of all young people who volunteer do so in the sport sector (Home office 2003).

HERITAGE

The historic environment sector is heavily dependent on the contribution made by the voluntary sector, and by volunteers. Heritage Link is the umbrella group for the historic environment voluntary sector and has 86 member organisations, including the National Trust, and the national amenity societies (which have a statutory expert role in commenting on listed building applications). *Heritage Counts 2008* reported that there were around 11,400 staff in paid employment in the historic environment voluntary sector, of which around 4,500 are employed by the National Trust, which is

⁵ The exception is in children's play, where we directly support the national infrastructure for play through contracts with Play England, the Children's Play Information Service, and SkillsActive.

the largest single voluntary conservation organisation in England, and Europe's largest conservation charity. The overall ratio of paid staff to volunteers is something in the region of 1:38.

The *Taking Part* survey data for 2005-07 indicates that around 1.1% of all adults in England were involved in volunteering in some aspect of support for the historic environment, from archaeology to site recording. National Trust survey data suggests volunteers are inspired first and foremost by particular local sites. In 2007-08 52,000 volunteers gave three million hours to support the Trust's work in the historic environment.

English Heritage's National Capacity Building Programme funds a number of third sector organisations to deliver projects which both involve a large number of volunteers and encourage wider participation in the historic environment by the general public. These include the Civic Trust's annual programme of Heritage Open Days and the Council for British Archaeology's Festival of Archaeology.

MUSEUMS, GALLERIES AND ARCHIVES

44% of all museums in England are independent charities and 83% of museums, libraries and archives make use of volunteers. Data from the *Taking Part* survey shows that in 2006/07 some 0.7% of the adult population volunteered in the museums, libraries and archives sector.

DCMS continues to work with the Charity Commission in the run-up to assuming Principal Regulator duties (under the Charities Act 2006) for the 13 national museums and galleries which are 'exempt' charities. The Department expects to assume its regulatory role in October 2009.

ARTS

The *Taking Part* data shows that in 2006/07 some 1.5% of the adult population volunteered in the arts sector. Indeed, of all those volunteering in the cultural sphere (2.9% of the adult population), volunteering in the arts is the most popular form of volunteering (54% of volunteers in culture).

Arts Council England invests over £500m annually in the arts, the vast majority through third sector organisations. The infrastructure of the arts in England is dependent on a diverse third sector which encompasses a vast range of organisations, from local amateur voluntary groups to professional national institutions including the Royal Opera House, Royal Shakespeare Company and the Royal National Theatre.

In addition, ACE committed in July 2008 to developing a Plan of Action to follow up some of the issues raised in *Our Creative Talent*, a report which examined the size and scope of the voluntary arts sector.

DCMS is currently working with ACE, the Voluntary Arts Network (VAN) and the Local Government Association (LGA) to devise and deliver this Action Plan of interventions for the period 2008-11. We intend to help generate more opportunities for people to engage in high quality arts experiences throughout England, and to ensure that we provide the voluntary sector in the arts with increased recognition, further support in developing networks and relationships, and closer involvement and consultation in policy making.

MEDIA

There is a thriving community media sector which includes licensed community radio stations, community television, internet-based and independent community film producers, and internet radio stations. It is estimated that around 100,000 people in disadvantaged communities are volunteers in the participatory media sector every year.

DCMS provides a Community Radio Fund of up to £500,000 administered by Ofcom, assisting with core costs at stations such as office rents and salaries for station managers and fundraisers.

DCMS Third Sector Strategy

Our Aims

We intend to use this strategy to communicate a clear vision for our ongoing relationship with the third sector. We start with our strategy for groundwork needed to support our third sector with a healthy environment to thrive in. Next, we note the nature of our relationship with third sector organisations, and how we can make the partnership stronger and more beneficial to both us and them. We then look at how we can help to provide a sustainable pool of talented and enthusiastic volunteers. We tackle the question of social enterprise and, finally, we re-iterate our commitment to act as champion for third sector organisations in our sectors.

We have translated our vision, wherever possible, into direct actions. In other places, the nature of our relationship means that our actions and attitudes must develop in line with the third sector. We believe that the result of this ongoing development will be better outcomes for our third sector and for the people we work for. It will also meet our Departmental objectives in the third sector.

Our Vision

Our overall vision is for cultural, media and sporting opportunities to be available to everyone through a mixed economy of provision. We also want to see a healthy third sector that continues to thrive and that delivers public value, alongside and in partnership with, the public and private sectors.

Our vision for our relationship with the third sector is a stronger partnership, resulting in better shared outcomes. The combination of our shared interests with the third sector and our 'arms-length' Departmental structure presents both challenges and opportunities. Our NDPBs are experts in their sectors, and thus best placed to make decisions specific to their own interests. However, there are common issues that affect the third sector across the cultural sphere and beyond. In practice, working with our third sector on shared outcomes involves:

- **Listening** – appreciating the need for both DCMS and its NDPBs to have direct contact with the third sector, whilst supporting its need for independence, and presenting opportunities for voice, visibility and recognition.
- **Raising awareness** – communicating with our NDPBs and other government departments, to flag up issues and help develop solutions.
- **Fostering best practice** – supporting our NDPBs in getting the best out of working with the third sector, and leading by example.

The actions we propose below incorporate our aim of working closely with our NDPBs, to realise the potential improvements in outcomes that may be gained through better partnership with the third sector.

Stronger Foundations

Overview

We recognise the important role that third sector organisations play both in our sectors and more widely, in providing both an enabling voice and in campaigning; building strong, active and connected communities; transforming public services; and combining social, environmental and business goals. In return, Government Departments have a role to play in supporting the development of a healthy environment and creating the conditions where third sector organisations can thrive.

Third sector organisations across the DCMS sectors face many of the same challenges and constraints of the wider third sector. Two prominent issues that may affect their ability to deliver public value are capacity and the economic downturn. Helping the third sector to deal with these challenges will strengthen its outcomes across our sectors.

Building Capacity

Third sector organisations vary considerably; many smaller organisations demonstrate excellent business practice, while others may lack the skills and resources required to effectively manage issues like governance and the role of trustees, finance and managing accounts, information technology, marketing, diversity and management.

Fundraising, and the efficacy of our sector's fundraising efforts, is also a fundamental issue in terms of capacity and one being dealt with through the separate but related work being taken forward on fundraising and philanthropy. Building the capacity of organisations is central to overcoming these kinds of constraints and enabling organisations to reach their full potential.

Securing the environment for a healthy third sector by increasing capacity is being dealt with across the third sector as a whole through a number of key Office of the Third Sector (OTS) driven initiatives:

- **Capacitybuilders** is a non-departmental public body (NDPB) set up in 2006, which inherited a ten-year vision (to 2014) for how the support and development needs of frontline organisations can be better met through the provision of high quality, accessible and sustainable support services. The programme was allocated £88.5m in the Comprehensive Spending Review for the three-year period 2008-11.
- **Futurebuilders** is a Government-backed fund offering investment and support to third sector organisations to develop their capacity for delivering public services.
- **Centre for Third Sector Research** at Birmingham University – will work with charities, social enterprises and small community organisations to strengthen the evidence base on the sector, and enhance understanding of the sector's size, dynamics and effectiveness.

DCMS and the Charity Commission have prepared joint guidance intended principally for members of the governing bodies of charitable museums, galleries and libraries, including those sponsored by the Department. The guidance aims to help trustees to identify and manage conflicts of interest, and to deal with transactions with trustees. DCMS is also preparing to take on responsibilities as the principal regulator for museums and galleries classified as exempt charities.

English Heritage runs a National Capacity Building Programme of £1.4m per year which is aimed at supporting voluntary bodies performing key roles in the historic environment sectors. English Heritage also funds Heritage Link, an umbrella body for voluntary organisations in the heritage sector which has 86 member organisations.

Members of our voluntary sector offer strong examples of this kind of assistance:

- Voluntary Arts Network (VAN) provides detailed information and briefings on current funding programmes and initiatives relevant to its members when seeking or applying for funds.
- CCPR (Central Council of Physical Recreation), which represents the National Governing Bodies (NGBs) of sport, provides business training for NGB senior managers, and provides a legal and business support helpline for its members.
- Community Service Volunteers' (CSV) Institute of Advanced Volunteer Management delivers training in workforce development to help organisations' staff to better involve volunteers in their work.

Case Study: The Media Trust

The Media Trust provides a range of services that support and enhance the communication needs of voluntary organisations and charities across the UK. These include:

Media and Communications Training – encouraging senior media and communications professionals to give their time and expertise to train voluntary organisations and charities.

Media Matching – bringing together media and communications professionals who volunteer their time and expertise with voluntary organisations to improve their communication.

Youth Media – providing organisations that work with young people with the tools, support and platforms to tell their stories.

Community Channel – the UK's only digital television and online platform dedicated to telling the stories at the heart of communities and charitable activities.

Community Newswire – a free service dedicated to placing stories of charities and community groups onto the desks of journalists across the UK.

Your Heritage is the HLF's funding programme targeted at the third sector. It offers grants between £3,000 and £50,000 and, since September 2008, applicants can get a decision within 10 weeks. HLF has provided new case studies and sample documentation on its website to help applicants understand the requirements and is currently working on new materials to support those applicants seeking less than £10,000.

Big Lottery Fund's BASIS programme aims to ensure that third sector organisations throughout England have access to high quality support that will help them be more effective. BASIS aims to help infrastructure services become expert, consistent, sustainable and available to all third sector organisations across England. The programme has awarded grants of between £10,000 and £500,000.

The Economic Downturn

The past ten years have seen sustained Government investment in culture and sport, and our cultural and sporting institutions are in better shape than ever. Nonetheless, it is inevitable that the economic downturn will have an impact on the DCMS sectors as it is doing elsewhere.

Some organisations have been hit by higher costs and falling incomes. As organisations have become more reliant on philanthropy and self-generated income, they have increased their exposure to changes in the economy. Local culture and sport services may come under pressure as resources generally are strained.

The Department is working closely with its sponsored bodies to help the sector prepare for the impact of the economic downturn and to manage the associated risks as effectively as possible.

DCMS is actively:

- Collecting intelligence about the impact of the downturn in order to identify, analyse and prioritise the risks to our sectors.
- Developing a framework for prioritising resources to secure key deliverables and maximise DCMS sectors' contribution to economic growth, skills and knowledge.
- Reviewing financial projections to ensure that we and our sponsored bodies are making the most of existing budgets.
- Making the case for our sectors based on economic value, public benefit and value for money to feed into the next Spending Review.

Support from the Office of the Third Sector

The OTS has published a new Action Plan which outlines a £42.5m support package for the third sector in the current economic climate.⁶

OTS funding covers:

Meeting demand for services and tackling unemployment

- Up to £10m investment in a **volunteer brokerage scheme** for unemployed people. This will generate around 40,000 opportunities for people to learn new skills and give back to communities through volunteering. **From April 2009**
- A £15.5m **Real Help for Communities: Targeted Support Fund** that will provide grant funding to small and medium providers in the local areas that are at most risk of deprivation. Available **from April 2009**

⁶ Real Help for Communities: Volunteers, Charities and Social Enterprises, www.cabinetoffice.gov.uk/thirdsector/realhelpforcommunities.aspx, February 2009

Strengthening the sector now and in the future

- A £16.5m **modernisation fund** to support viable third sector organisations to access specialist services in order to restructure and become more resilient and efficient in the recession. **Funding for organisations available from summer 2009**
- £0.5m investment in the **School for Social Entrepreneurs** to expand its action-learning programme to support social entrepreneurs.

Philanthropy

Charitable giving and private sector support are vital to our third sector. DCMS is working with its sectors to form a better understanding of what drives philanthropy, to explore and pursue ways to strengthen charitable giving and private sector support for the DCMS sectors. This includes examining sources of and helping to widen access to charitable giving, understanding why people give, and looking at ways to ensure that giving is made in a more informed and sustainable way.

Perhaps the most important issue is capacity building around philanthropy, including the improvement of skills and engagement with donors. Such skills are critical in ensuring that relationships between givers and receivers of funds can be maintained – to endure the economic downturn and flourish in the aftermath.

Arts & Business also play a crucial role here. Arts & Business is a world leading membership network and consultancy with over 30 years of experience in fostering innovative partnerships between business and the arts.

Through their in-house research and network of regional and national offices, they deliver a wide range of bespoke services and programmes working with both the commercial and cultural sectors to encourage private sector support of the arts.

Unclaimed Assets

Parliament has recently passed the Dormant Bank and Building Society Accounts Act, which will allow money lying dormant in banks and building societies for more than 15 years to be reinvested in the community.

In England funding will focus on:

- youth services, particularly venues for young people
- financial capability and, financial inclusion
- social investment

The Bill allows Ministers in the Devolved Administrations to determine the distribution priorities in their areas. The resources will be distributed on a UK-wide basis by the Big Lottery Fund. Although the spending directions for the Big Lottery Fund have not yet been drafted, it is the Government's intention that third sector organisations will be at the heart of this community reinvestment.

Actions

In partnership with the third sector, DCMS will:

- Identify issues/challenges in commissioning, grants and procurement
- Share learning and good practice in running programmes
- Share information about funding programmes and their aims and criteria
- Use the Third Sector Forum to help raise awareness of the support services available to our third sector stakeholders
- Ensure our third sector stakeholders have access to the government funding portal (www.fundingcentral.org.uk), government contracts portal (www.supply2gov.uk) and the funding central gateway (pending)

We will also monitor the economic downturn, listen to our Third Sector Forum's experiences, give notice of any emerging trends and help think through ways of mitigating these.

Forging a Closer Partnership

The Government has signalled clearly its intent to work with the third sector in achieving their mutual aims. This requires a strong relationship, in which both acknowledge the other's needs. Third sector organisations, although diverse, frequently come across similar issues in working with Government, including continuity of funding and independence of campaigning. DCMS and all of its NDPBs are committed signatories to the Compact, an agreement between Government and the third sector on how they will work together for the benefit of communities and citizens. We outline below the key aspects of closer partnership working between the Department and the third sector.

The Compact

One of the key developments in strengthening the relationship between the Government, including its NDPBs, and third sector stakeholders is the Compact. Established in 1998, this agreement sets out how both parties should work together and is underpinned by five codes of practice: BME, Community Groups, Consultation and Policy Appraisal, Funding and Procurement and Volunteering. The Department and all of its NDPBs are signatories.

Despite its longevity, the Compact is not as widely understood as it should be. The Commission for the Compact was mandated by Compact partners, OTS and Compact Voice, to stimulate debate on its future. As a result, in December 2008, Sir Bert Massie CBE made a number of recommendations, including a refresh of the Compact and placing the Commission on a statutory footing. There is definite scope to improve awareness and understanding of the Compact, within the Department and its NDPBs, and with our third sector stakeholders.

Financial Stability

As the Compact code on funding and procurement spells out, longer term financial planning provides greater financial stability for third sector partners and reduces the amount of time and effort wasted on reapplying for new funds or negotiating new contracts. That is why Gordon Brown, in the pre-budget report of December 2006, committed the Government to ensuring that three-year funding to the third sector is the norm, not the exception.

Each Department must report annually on its progress in delivering this objective. Across Government departments the mean average for the proportion of direct grants that are for three years or more is 65.7%. DCMS is proud to be the leading Department in Whitehall in this regard. In 2008, DCMS reported that the proportion of its grants made directly to third sector organisations that are for three years is 99.2%. By 31st October 2009, the DCMS will report back not only on its direct funding, but the longevity of funding that is given to the third sector via its NDPBs

and agencies. To this end, reporting on such funding is already a requirement in some NDPBs funding agreements.

Of course, there is already excellent practice among our NDPBs in place – the Big Lottery Fund, for example, adheres to Compact codes of practice on three-year funding as well as full cost recovery (see case study below). In the first instance, therefore, this exercise will provide an evidence base and benchmark to mark future performance. As all NDPBs are signatories to the Compact, we will encourage them to strive to adhere to its best practice wherever possible, including three-year funding with full cost recovery, and a three-month notice period at the end of funding.

Case Study

Big Lottery Fund

The Big Lottery Fund (BLF) is an exemplar of good practice in terms of full-cost-recovery (FCR) funding for the voluntary and community sector. This means making sure that funding reflects the full cost of delivering the service, including a legitimate proportion of overhead costs.

BLF has built FCR into its funding, produced guidance materials for applicants and staff, and promoted the concept to other funders. In addition, it worked with the Association of Chief Executives of Voluntary Organisations (ACEVO) to drive up understanding in the sector of how to apply for and use FCR. A review by the National Audit Office on the implementation of full cost recovery was published in June 2007 and summarised the impact of BLF:

'The Big Lottery Fund (BLF) has taken the lead on developing thinking and guidance on full cost recovery. Such guidance was already in existence when BLF was created and, drawing on the work of its predecessor bodies, it was able to build the principle into its grant programmes and funding language from the start. It has rolled out training for staff and developed guidance tools and templates for applicants, particularly aimed at the smaller community sector where it perceives the need to be greatest.'

Enabling Voice and Campaigning

Third sector organisations draw strength from their ability to represent civil society. This voice may not always be what public bodies want to hear, but it is important for it to be audible and independent; ultimately this expression is beneficial to both parties. Third sector organisations can feel concerned, however, about the apparent conflict between receiving funding from a public body, and feeling the need to occasionally speak out in opposition to it. Public bodies should thus provide an open forum in which clear communication can take place.

A great deal of good practice is already in place. Our Voluntary and Community Sector Forum – now the Third Sector Forum – has for the last four years brought together a range of representatives from third sector organisations to share information, network and engage with the core activity of the Department.

This has resulted in much closer involvement of the third sector in DCMS policy-making. For example, the Voluntary Arts Network (VAN) will shortly take up a role representing the views of the third sector at the highest level within the Department. They will sit on the Departmental management board driving forward the DCMS role in

delivering Public Service Delivery Agreement 21 (to build more cohesive, empowered and active communities) which is underpinned by the drive to deliver a thriving third sector and increase the percentage of people who participate in culture and sport.

Enabling voice includes ensuring that where possible, formal consultation is undertaken, and it respects the needs of third sector organisations as laid out in the Compact Consultation code. We thus encourage our NDPBs to familiarise themselves with this code and its use.

Case Study

Voluntary Arts Network

The Voluntary Arts Network (VAN) is the development agency for amateur arts and crafts participation across the UK and Republic of Ireland. It aims to promote participation and engagement in the arts, recognising that the voluntary arts are a crucial part of our culture and as such they are absolutely vital to our health, social and economic development.

VAN works with policy makers, funders and politicians to improve the environment for everyone participating in the arts. It provides information and training to those who participate in the voluntary arts sector. This includes over 300 national and regional umbrella bodies and, through them, their member groups of local voluntary arts practitioners.

VAN also offer useful information to the public on voluntary arts activity including step by step guides to setting up and running your own group, advice and guidance, training, research, jobs, links to funders, lobbying, advocacy and volunteering opportunities in the arts and crafts throughout the UK and Ireland.

Actions

We will:

- Continue to develop the effectiveness of our Third Sector Forum, shaping it as a forum for active problem-solving and knowledge-sharing beyond traditional Departmental updates, and seeking to ensure representation from social enterprise.
- Raise awareness of the Compact codes within the Department and our NDPBs, and enable staff to embed these principles in their day to day work (in partnership with the Commission for the Compact).
- Actively seek further opportunities for third sector bodies to become involved at a senior level in the management of the Department's delivery of its Public Service Delivery Agreements, along the lines of the opportunity recently extended to VAN.
- Use the annual NDPB Finance Directors Conference to highlight the message to our NDPBs of the importance of three-year funding agreements with third sector bodies, and continue to communicate to our bodies best practice in other financial aspects of the Compact, such as full cost recovery and three month notice at the end of funding.
- Recognise the right of our third sector to campaign, as a signatory to the Compact; we will work with our NDPBs to help them to do the same.

Inspiring Participation

Participation in our sectors' activities is a core priority for the Department and our first Departmental Strategic Objective (DSO1) is 'Opportunity': to widen opportunities for all to participate in cultural and sporting activities. Volunteers play a crucial role in providing these opportunities and getting more people participating in culture, media and sport.

DSO1 in turn underpins Government's Public Service Agreement 21, to build more cohesive, empowered and active communities. The Department is working to deliver this in partnership with Communities and Local Government (CLG) and the Office of the Third Sector. The work of our third sector is clearly vital to the Department's goals of creating opportunities, widening participation and strengthening communities.

The willingness of individuals to participate in and contribute to the work of third sector organisations is a powerful force. A large proportion of the third sector workforce is unpaid, giving time freely, and a significant proportion of third sector funding begins with donations from the public, on greater or lesser scales.

Conversely, third sector work and volunteering can be beneficial for those who take part. It is part of building active, confident and empowered communities, and many participants experience benefits to their health and well-being. For instance, Community Service Volunteers' work with mental health service users shows how volunteering can unlock and facilitate access to cultural, arts and leisure services for these citizens. It also helps people, including the disenfranchised or disengaged, to develop their skills and contribute to their communities through mentoring opportunities.

Case Study – Heritage Link

Heritage Link brings together 86 voluntary organisations concerned with heritage in England representing interests from specialist advisers, practitioners and managers, volunteers and owners, to national funding bodies and local building preservation trusts. Much of the historic environment is cared for – supported, managed or owned – by these organisations.

As an umbrella organisation it has a strong capacity building remit with emphasis on access, education and inclusion. The two-year Diversity Programme Embracing Difference, supported through English Heritage's National Capacity Building Programme, held regional seminars to help smaller heritage organisations reach out to non-traditional audiences. The members' Inclusion Advocacy Group has promoted the value of historic environment in educational initiatives such as Engaging Places and Learning Outside the Classroom as well as the Find Your Talent programme.

Following the very successful campaign History Matters – Pass It On, Heritage Link has now devised, and had recognised by LOCOG, the major Cultural Olympiad project Discovering Places. This three-stranded programme covering the natural, the built and the historic environment will introduce a new generation to the hidden places and spaces of the UK. It will open up the buildings and sites that express Britain's diverse culture and create new audiences, particularly amongst young people and those who are not currently taking advantage of their historic surroundings.

Public Policy Benefits

Our third sector is motivated primarily by passion for the subjects encompassed by our sectors, and is furthermore a source of significant public policy benefits. Many of our sectors operate at the very heart of their local communities – libraries, for example, are public anchors for neighbourhoods and communities. They provide a sense of stability, and are seen as safe, welcoming and neutral spaces open to all the community.

Our sectors also have the power to enthuse, inspire and unite people from all walks of life around a shared passion. The Government Olympic Executive is working to use the inspirational power of the 2012 Games to increase volunteering across on local and national levels.

The voluntary and community elements of some of our sectors form the bedrock on which the professional or more elite elements of the sectors rest: volunteers help deliver sport, and play a significant part in shaping the experiences and satisfaction that drives sustained participation. Volunteers are key to maintaining voluntary sports clubs in England, which collectively serve over eight million members and contribute significantly towards the Government's target of one million people doing more sport by 2013.

The Department's work aims to boost these positive effects with work on improving the numbers, demographics and skills of volunteers. The Olympics provide a powerful incentive and opportunity to increase volunteering nationwide. The Department is also responsible for work on improving philanthropy, and the availability of assets for local communities.

Communities and Assets

Local communities are strengthened through self-determination and a sense of ownership. The Big Lottery Fund is responsible for delivering the Office of the Third Sector's £30m Community Assets programme, facilitating the transfer of ownership of local authority assets – particularly buildings and the like – to the third sector for their use as community resources. This has strong links with the Department for Communities and Local Government's (CLG) White Paper *Communities in control: real people, real power*, which proposes a raft of measures focused on community empowerment.

The local built and historic environment can form an important focus for community regeneration activity. In Castleford, for example, the local Heritage Trust has used the local heritage as a rallying point for change in the community, encouraging involvement in better design projects and in the arts, with support from Channel 4, ACE and HLF.

Libraries have been identified as one of the public services that could be run with or by communities and successful community models have already been established across the country. The forthcoming Library Review will confirm the important community 'hub' role of library services and push for even greater engagement with community need. This builds upon the practice being embedded in the 75 community library projects funded by the Big Lottery Fund Community Libraries Programme. Through an investment of £80m, BIG is invigorating libraries as community spaces and centres of community learning. This is based upon rigorous engagement between services and communities in the development, delivery and management of library services. Building work on successful bids began in October 2008.

In broadcasting, over one hundred Ofcom-licensed community radio stations are now on air. They target a diverse range of interest groups including faith communities, ethnic minorities, and visually impaired people; they may also provide useful services in highlighting further third sector work and volunteering opportunities within communities.

Raising levels of volunteering

During the past 12 months, 5% of adults volunteered in the sports sector. In addition, 3% of all adults volunteered in the cultural sector. Of these 54% volunteered in the arts sector, 39% in the historic environment sector, 10% in the museums/galleries sector, 9% in the libraries sector and 4% in the archives sector.⁷

Thus, whilst there is a solid base of volunteering to support the sporting and cultural sectors, it is clear that there is scope for increasing the levels of volunteering in all areas of DCMS's activities.

Indeed, there is considerable work underway to raise volunteering levels. At a cross-Government level, Volunteering England is the national volunteering development agency for England, and works to support and increase the quality, quantity, impact and accessibility of volunteering throughout England. Their work to raise the profile of volunteering in sport, in particular, provides extensive information on volunteering at all levels, from individual volunteers to governing bodies of sport.

The Department works closely with organisations who work across and beyond our sectors, too. V is a Government-funded independent charity championing youth volunteering in England, and funds or match-funds volunteering-related projects, including community radio stations and the nationwide charity fundraising musical festival, Oxjam. Furthermore, one of V's 20 pilot teams in England is hosted by the National Trust as lead partner, along with English Heritage and other heritage sector organisations.

There are also many examples from within our sectors of current investment in improving levels of volunteering. For instance, the Lottery policy directions for distributors (Arts Council England, Heritage Lottery Fund, Sport England and the Big Lottery Fund) highlight the importance of supporting volunteering and participation in voluntary activity.

⁷ Source – *Taking Part: England's Survey of Culture, Leisure and Sport*, Annual Data 2006/07, Department for Culture, Media and Sport.

Case Study – Humanitarian Assistance

The role of the Minister for Humanitarian Assistance and DCMS, is to ensure that the needs of British people affected by emergencies are understood and properly considered and to represent the Government and explain its policies when dealing with victims and their families

The three key aspects of DCMS work on humanitarian assistance are:

- Preparedness planning ahead of future emergencies
- Disaster response in the period immediately following an emergency
- Co-ordination of aftercare for those affected in the months that follow.

Much of this work is helped by consultation and action by the voluntary sector, namely The British Red Cross, Disaster Action, Cruse Bereavement Care and Family Assistance Centres, which offer aftercare in the form of support, advice and trauma counselling.

DCMS volunteers are called upon at all memorial services and anniversary events for British victims of terrorism at home and abroad and along with the voluntary sector, provide invaluable support to the families and survivors.

Sport

Sport England's strategy was launched in June 2008 and commits to developing a world-leading community sports system, identifying National Governing Bodies of Sport as key deliverers of grassroots sporting opportunities and a lasting Olympic legacy of one million people playing more sport. As volunteers and voluntary sports organisations are vital to delivering this strategy, a unit within Sport England has been developed to support this.

From April 2009 Sport England has allocated £480m to be spent in 46 sports over four years, including all 2012 Olympic and Paralympic sports. These sports have been awarded funding on the basis of their ability to increase the number of people playing and enjoying sport, and to create development pathways for those with talent. This investment will make a significant contribution towards the delivery of Sport England Strategy targets by 2012/13:

- one million people doing more sport
- a major contribution to the delivery of the five hour sports offer for children and young people
- a 25% reduction in the number of 16 to 18-year-olds who drop out of five key sports
- a measurable increase in people's satisfaction with their experience of sport – the first time the organisation has set such a qualitative measure
- improved talent development systems in at least 25 sports

As well as the investment into National Governing Bodies of Sport, Sport England will also invest in County Sports Partnerships and National Partners to support National Governing Bodies' delivery. Sport England has published its new funding strategy which sets out the investment programmes that will be available to organisations delivering grassroots sport from April 2009.

Funding sport in the community explains how investment will be focused on organisations and projects that can deliver the key outcomes of Sport England's overall strategy – 'grow, sustain and excel'. Sports clubs, voluntary and community organisations, local authorities and education establishments will be able to apply to these four open-access funding streams worth a maximum of £45 million per year.

The Leadership and Volunteering strand of the Government's PE and Sport Strategy for Young People, which is run jointly by Sport England and the Youth Sports Trust, aims to improve the quality, quantity and diversity of young people as leaders, volunteers and role models who support the achievement of the five hour sports offer for young people. This work builds on earlier success, including increasing the percentage of young people aged 14 to 19 from School Sports Partnerships actively involved in volunteering and leadership, from 9% in 2004, to 20% by 2008. The programme further aims to increase the number of 11 to 19 year-olds actively volunteering.

Sports England's Recruit into Coaching aims to recruit and deploy 10,000 new volunteer coaches by 2011, deployed through community and school settings to support sports activity by 5 to 19 year-olds. Again, Sport England is working with Youth Sports Trust.

Children's Play

Fair Play, the consultation on a national play strategy published jointly by DCMS and DCSF in April 2008, announced plans to collect information on existing volunteering schemes relating to children's play and to use the results of this work to develop a national volunteering scheme.

Heritage

It is estimated that between 850,000 to one million people attend the annual Heritage Open Days. This European inspired initiative was introduced into England by DCMS and is organised by the Civic Trust with funding from English Heritage. The number of sites participating – from places of worship to sports venues, shops and cinemas (usually supported with voluntary involvement) – has risen dramatically from 1,596 in 1997 to 3,600 in 2008. This is a major achievement for the voluntary sector.

The Heritage Lottery Fund's (HLF's) criteria encourages applicants to provide more opportunities for volunteering, and to actively involve people that do not normally participate, including young people, disabled people, and people from a broad range of ethnic and socio-economic backgrounds. Their guidance *Thinking about volunteering* clearly sets out expectations in relation to recruiting, managing, training, recognising and rewarding, and supporting volunteers.

The HLF's **Young Roots** programme has awarded £18.2m to over 840 projects led by young people aged 13-25 to encourage volunteering. Over 30,000 young people have learned about their heritage through taking part in Young Roots projects and many have actively volunteered in their communities, for example, by running oral history projects, taking part in nature conservation or by curating museum exhibitions.

The **Parks for People** programme, run jointly with the Big Lottery Fund, also has the creation of volunteering opportunities at its heart. Applicants – usually Local Authorities – are encouraged to engage local communities in making decisions about their park and to create volunteering opportunities in park management, horticulture and events and activities as appropriate. Since 1994, HLF has funded 665 projects in

public parks. Overall, the value of awards has amounted to £560m, jointly funded with the Big Lottery Fund (HLF's contribution to this was £500m). Over £330m (59%) has gone to the 20% most deprived areas in the UK.

English Heritage provides opportunities for around 500 volunteers, using both house and garden volunteers at its sites to improve the visitor experience. In addition, it works with bodies such as the British Trust for Conservation Volunteers to provide additional resources to maintain their grounds. The recently completed Images of England project, which made available online photographs of every listed building, worked with 2,000 volunteers at its peak, and volunteers assist with the National Monuments Record.

Arts

Arts Council England is planning to introduce new processes of self-assessment and peer review for its regularly funded organisations, over 90% of which are voluntary organisations. The development and introduction of these processes is a major element in the Arts Council's ambition to strengthen its relationships with the sector in order to reinforce the importance of artistic excellence at the heart of everything we all do.

The aim is to build strong relationships based on mutual respect, trust and openness. Arts Council wants organisations to define their own mission, their own ambitions and their own measures of success. Through consultation, it wants to develop flexible and meaningful self-assessment and peer review processes tailored to the different contributions and circumstances of different organisations, getting away from 'top-down' targets.

Arts Council England wants to foster a new culture in which self-assessment and peer review are part of what every organisation does and are part of a mature dialogue with funding bodies. Over the next two years it wants to bring a wider range of voices into the discussion, build a broader evidence base, identify and share best practice more effectively and support all organisations to be even better at what they do.

Museums, Libraries and Archives

The Museums, Libraries and Archives Council (MLA) is currently working on a Research Briefing, *Effective Use of Volunteers* aimed at practitioners and Heads of Service in the museums, libraries and archives sector. This will be an evidence-based summary of 'what works', guidance on implementation and links to further sources of information and guidance, such as the MLA Case Studies Database.

The Portable Antiquities Scheme (PAS), set up in 1997, is designed to encourage members of the public to report archaeological finds and makes extensive use of volunteers in fieldwork projects.

Community Archives, supported by the MLA, are community groups run by local people with a passion for the place in which they live. The work of groups such as these feeds into the place-shaping agenda and contributes to increased participation in community-life. MLA is running a project to test the impact of Community Archives in different locations which are each experiencing growth and regeneration and where there is little history of this type of work.

It was Community Service Volunteers who delivered the Department for Culture, Media and Sport's and the Home Office's jointly funded three-year library project,

Lending Time, between 2001 and 2004. This explored different ways in which volunteers could add value to library services and over 700 of them were involved in a variety of activities including the organisation of homework clubs; the cataloguing and indexing collections and helping to run cultural and community events. The project made a significant impact and demonstrated that volunteers could successfully be used to deliver library services.

The MLA also maintains a website – <http://research.mla.gov.uk> – which provides access to case studies around volunteering themes.

Volunteering and the Olympics

One of the primary ways in which we will seek to increase the number of volunteers available, and the skills of those volunteers, will be through volunteering programmes associated with the London Olympic and Paralympic Games in 2012.

Three separate, but complementary, strands of volunteering are planned for London 2012:

- **Venue & vicinities Games-time volunteering**

This covers volunteering across all the Olympic venues and major points of entry and departure (eg. airports). Half of the volunteers required will need specialist skills such as medical qualifications or languages.

- **City-wide Games-time volunteering**

This kind of programme was employed for the first time in Beijing 2008. It is still in the early stages of development, currently being scoped by the GLA; however it is likely to include Olympics-related volunteering opportunities in London away from the Olympic Park, such as helping tourists.

- **Nationwide volunteering**

This strand considers the wider impact of the Games, developing a nationwide strategy for using the inspirational nature of the Games to encourage volunteering in the wider community.

A Volunteering Summit in 2009, hosted by Tessa Jowell, will be used to develop these strands further, and is open to all organisations.

The Cultural Olympiad, which celebrates the spirit of the Olympic and Paralympic Games, will give communities from across the UK the chance to get involved in a four-year programme of cultural activity. We expect that there will be a number of opportunities for people and organisations to get involved, perhaps as part of the audience, as a volunteer, an events organiser or performer. Heritage Link is already leading development of the National Major Project known as 'Discovering Places' which aims to introduce a new generation to the hidden spaces and places of the UK. As the programme develops, we expect more information to emerge on the opportunities for communities and volunteers to get involved.

Organisations with ideas for projects, perhaps involving volunteers, that demonstrate the values and meet the criteria of the Cultural Olympiad can apply to become part of it by contacting their local Creative Programmer. More information is available on <http://www.london2012.com/get-involved/cultural-olympiad/inspire-mark-projects.php>

Building volunteers' skills

Managing and developing the volunteer workforce is an issue for many third sector organisations. Volunteers are by no means necessarily poorly skilled, – many highly skilled individuals volunteer their time and expertise – but all organisations working with volunteers benefit from a better-skilled workforce. Higher-skilled volunteers are not only better able to do their jobs, but may have improved self-image and further prospects. Upskilling volunteers adds value and is an incentive to others to volunteer. The improved outcomes that result, for our sectors and the work of Government generally, make this an important activity for our third sector.

Sport England funds 'runningsports' whose website provides skills and support for volunteers working in all sports through online tips, tools and information workshops. Sport England's Promoting Sport Toolkit is a collection of simple to use tools to help promote sport more easily, effectively and cheaply, giving 'how-to' guidance and examples for those setting up new clubs, and suggestions for encouraging volunteering.

The National Trust is one of the largest membership-based third sector organisations in the UK, with over 3.6 million members and 52,000 volunteers, who gave 2.3 million hours in 2007/08. The Trust provides volunteer training, targeted at a wide range of groups, including training of youth volunteers.

Since September 2006 English Heritage has been running the Education Volunteers Programme, where small numbers of volunteers are trained to deliver support to schools visits at some of its sites. The Society for the Protection of Ancient Buildings also runs the Faith in Maintenance day courses for volunteers working in places of worship.

Mentoring opportunities are another means of improving the skills of volunteers. In the media sector, for instance, Youth Mentoring works closely with media companies and professionals to help unlock young people's potential, and Media Trust facilitates mentoring for disadvantaged 14 to 25 year-olds across England.

Volunteers are an integral part of the museums' workforce. The Renaissance programme for regional museums, managed by the Museums, Libraries and Archives Council (MLA) has workforce development as one of its priorities. This includes offering volunteers structured training and development opportunities and attracting volunteers from a diverse range of backgrounds.

The volunteering offer for the Olympics is supplemented by DCMS's Personal Best Programme. The Programme uses the potential prospect of becoming a Games Time Volunteer in 2012 as an inspiration to attract workless and socially excluded people to undertake a Level 1 qualification, undertake some volunteering and ultimately to move into employment, further training and sustained volunteering.

Case Study

Imperial War Museum North and Manchester Museum: Joint Volunteer Scheme

With support from the Heritage Lottery Fund (HLF), Imperial War Museum North and Manchester Museum have created an innovative joint volunteer programme, In Touch, that serves people from the local community. Targeting the long-term unemployed, the young, the underskilled, non-learners, and asylum seekers and refugees, the scheme promotes lifelong learning and skills development, and aims to improve quality of life.

All volunteers who join the programme undertake a tailor made Cultural Heritage Course, with basic literacy and core skills embedded; there are subsequent opportunities for further qualifications. On completion, volunteers are equipped to contribute to the Museums' Learning and Access Teams in a variety of ways, delivering better outcomes for the museum and volunteers alike.

Internal volunteering

The DCMS already has a strong commitment to volunteering internally, and offers staff five days' paid leave per year as an incentive.

However, there is a drive to increase staff volunteering across Government. Gill Rider, Director General for the Leadership and People Strategy at the Cabinet Office, is leading the development of a civil service wide strategy for volunteering that enables staff to maximise their impact on communities in which they live and work, and which promotes staff development. The DCMS will play its part in that cross-cutting work.

Actions

We will:

- Work with third sector colleagues to ensure that GOE's Olympics volunteering strands make best use of the opportunity of the 2012 Games.
- Introduce a 'volunteering best practice' element to our Third Sector Forum, to share best practice on building the skills of the volunteer workforce.
- Continue to encourage staff volunteering within the Department and encourage our NDPBs to promote further volunteering among their own staff and provide opportunities for volunteering for others, in accordance with Compact principles.
- Explore other ways to encourage participation through the development of social enterprise models providing community owned/based sports and leisure services.

A Culture of Social Enterprise

There is growing recognition across Government and its partners of the value of social enterprises and their innovative approaches in helping to deliver policy programmes and strategic objectives. There are strong examples of social enterprise in DCMS's sectors, and we will be championing it further, both across government and within the Department.

There are at least 55,000 social enterprises in the UK. Social enterprises are defined as 'businesses with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or community, rather than being driven by the need to maximise profit for shareholders and owners'. This means organisations that trade goods and services and use the majority of their profits for social and environmental goals.

The Government's social enterprise action plan was launched in November 2006. It aims to open the door for thousands more enterprises, raise awareness of what they can achieve and encourage more people to make a difference, either by involvement or investment. The actions are divided into four themes:

1. Foster a culture of social enterprise, especially by inspiring the next generation to start thinking about the social impact of business.
2. Improve the business advice, information and support available to social enterprises.
3. Tackle barriers to access to finance that restrict the growth of social enterprises.
4. Enable social enterprises to work effectively with Government to develop policy in areas of expertise.

The Office of the Third Sector is clear, however, that there is a need to build understanding and awareness of social enterprise. People need to understand how social enterprises work in order to make decisions about setting up, working for, buying from or investing in them.

The Office of the Third Sector also funds the Social Enterprise Ambassadors Programme, an initiative led by the Social Enterprise Coalition. Over 30 people have been chosen to represent social enterprise and use their powerful stories to inspire and illuminate others of its benefits.

Social Enterprise in our Sectors

Within our sectors there are some excellent examples of good social enterprise. Social enterprise trust models are beginning to deliver across the cultural spectrum, including sports development, art, libraries, museums and green spaces. These include sports and leisure trusts – Sporta represents social enterprises within the cultural and leisure sector in the UK. Its membership of 120 leisure trusts and social enterprises has a combined annual turnover in excess of £625 million, has more than 210 million

customers visiting their facilities each year and employs over 26,000 full time employees. Leisure and Cultural Trusts safeguard, maintain and develop almost 700 leisure facilities across England, equating to approximately 20-30% of the total public sector provision. As Minister for Sport, Gerry Sutcliffe, has noted, "I believe sports and leisure trusts have a significant role to play in helping the government, and particularly DCMS, to achieve many of its objectives in the cultural and sporting sectors."

Building preservation trusts (BPT) are good examples of social enterprise in the heritage sector. These are charities, whose main aims include the preservation and regeneration of historic buildings. Some cover individual towns, cities, or whole countries; others specialise in particular types of building and a few cover the whole of the UK. Some were formed to save just one building and others, known as revolving fund trusts, a succession of buildings. There are almost 300 BPTs in the UK, the majority rooted in their local communities.

Social enterprise Webplay provides another example of innovative practice, enabling primary school classes to create plays by collaborating online with a professional theatre company, and with partner classes from different regions and even countries. The programme immerses children in experiencing and creating theatre with professionals.

Case Study

Delivering the Olympics with Social Enterprise

The vast delivery requirements presented by staging the Olympics in 2012 presents huge potential for new and innovative approaches for delivery. To that end, the Office of the Third Sector has commissioned Social Enterprise London to research the opportunities for social enterprise to contribute to the Olympic legacy. It has organised five regional events to raise awareness of social enterprise procurement opportunities arising from the Olympics and has begun producing monthly e-newsletters on events and procurement relating to 2012 as well as policy updates for policy makers.

The Olympic Delivery Agency awarded a major transport contract to new social enterprise E&HCT. Ealing Community Transport and Hackney Community Transport, two of the country's largest social enterprises, formed the partnership. Both already provide services that focus on making transport available to all.

E&HCT will be operating a bus service that will transport workers from key pick-up points between construction areas, venues and compounds within the Olympic Park. The service will reduce the number of private vehicles on local roads, offering environmental benefits and reducing local congestion. E&HCT is also committed to employing local people and targeting people that find it hard to find employment. The service will create new job opportunities for local communities around the Olympic Park.

E&HCT were awarded the contract following a detailed, rigorous and fair evaluation of all bids. E&HCT demonstrated that they have the experience and capability to deliver a high quality, reliable bus service for the ODA, whilst providing value for money. The four-year contract will cover drivers, buses, vehicle maintenance, vehicle decommissioning, route planning and time-tabling.

Actions

We will:

- Seek to link with one of the social enterprise ambassador programme task forces delivering on DCMS related activity, and work with them to increase understanding and raise awareness of social enterprise within DCMS on our sectors, and across Government.
- Seek to foster social enterprise on our Third Sector Forum, in the first instance by including as a new member an organisation or organisations representative of social enterprise in our sectors.
- Ensure that the contribution of social enterprise, alongside the voluntary and community elements of the third sector, is given due consideration in dealings with the third sector.

The Voice of our Third Sector

We believe that the third sector adds value to our work and our outcomes and is increasingly important in its own right. It is thus in all interests to champion our third sector both internally and across Government. We will work to strengthen the evidence base for the value of our third sector, and represent it in relation to the work of other Departments, as well as working to bolster it as a whole. We believe this will ultimately result in a stronger, more capable and more confident third sector, and better delivery across DCMS's policy responsibilities.

Fighting the corner

Third sector organisations working in the cultural arena naturally have a focus on culture but many are also engaged in other areas of policy that are the responsibility of other government departments. Heritage Link, for example, responds to government consultations from HM Treasury, DIUS, the Accounting Standards Board and the Cabinet Office as well as from CLG, DEFRA and DCMS.

There is always a risk of mixed messages or a lack of a joined-up approach across Government impacting on our third sector bodies. The nature of their work in our sectors may also have important distinguishing features that are not always fully appreciated by the entire machinery of Government.

In this light, it is important that the Department takes on an advocacy role, to help resolve problems in situations where the Department, unlike its NDPBs, is uniquely placed to address them. This strategy reinforces the need for the Department to continue to play this role by listening to our third sector bodies, representing their interests to other central Departments, and working within Government to find solutions to any problems arising.

Improving the evidence base

Government's confidence in the third sector's ability to assist in delivery is underpinned by a powerful rationale; with the establishment of the Centre for Third Sector Research, the Office of the Third Sector has started to work toward establishing a clear evidence base for the advantages of close working with the third sector.

We will continue to work to provide our third sector with relevant data emerging from our monitoring of the economic downturn. Furthermore, we will strive to work with the Office of the Third Sector and the Centre for Third Sector Research to develop a clearer evidence base to underline the value of our third sector, and the environmental variables that may affect it.

The Culture and Sport Evidence Programme (CASE) is the DCMS's new £1.8m, three-year joint programme of research. It will be led by the DCMS in collaboration with Arts Council England, English Heritage, the Museums, Libraries and Archives Council

and Sport England. The overall aim of the programme is to strengthen our understanding of how best to deliver culture and sporting opportunities of the highest quality to the widest audience generating the best outcomes for society.

The first phase focuses on participation in culture and sport. By building on the success of *Taking Part* – the national survey of participation in culture and sport – the new research will draw together current evidence to address fundamental questions for public policy development in this area: what **drives** engagement and how do we understand and maximise any **value and benefits** engagement brings? As a part of this objective the research will attempt to gather a clearer evidence base around people's engagement with culture and sport, including their levels of volunteering.

Actions

We will:

- Champion our third sector across Government, using insight gathered from our Third Sector Forum to create better conditions for the sector.
- Address issues affecting our third sector across Government, where the issue is one that can be resolved uniquely by DCMS in its capacity as a central Government Department.
- Work with the Office of the Third Sector and the Centre for Third Sector Research to deepen and broaden both evidence and understanding of our third sector.
- Use our CASE research programme to develop a more detailed body of evidence around volunteering and its impact in our sectors.

Annex A: Third Sector Forum Members

Action with Communities in Rural England (ACRE)
Arts Council England
Association of Chief Executives of Voluntary Organisations (ACEVO)
Big Lottery Fund
British Association of Friends of Museums
Central Council of Physical Recreation (CCPR)
Children's Play Council
Community Media Association
Community Service Volunteers Consulting
Council of Ethnic Minority Voluntary Sector Organisations
English Heritage
Heritage Link
Heritage Lottery Fund
Media Trust
Museums, Libraries and Archives Council (MLA)
National Association of Voluntary and Community Action (NAVCA)
National Council for Voluntary Organisations (NCVO)
National Literary Trust
The National Trust
Play England
Sport England
Voluntary Arts Network
Volunteering England
Youth Sport Trust



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