

Leadership and Management within Train to Gain

Opportunities for the **third sector** to access the **Leadership and Management** offer within Train to Gain

Introduction

This brochure is the second in a series that explains in detail some of the services and offers of public subsidy available to individuals and organisations working in the third sector. The first publication explained the Train to Gain service and can be found on our website, www.lsc.gov.uk/vcs, as well as on the Train to Gain website, www.traintogain.gov.uk



This second brochure explains the Leadership and Management offer within Train to Gain, following a government commitment last year to increase investment in this area. The details are explained in the next few pages, and I am personally delighted to be able to introduce this offer to you, as I know that the funding will be welcomed by the third sector. Investment in our leaders and managers is vitally important if we want to develop our services to deliver better outcomes for everyone. This need has recently been highlighted by the *Third Sector Skills Research 2008: Further evidence and recommendations on skills gaps* publication from the UK Workforce Hub, which stressed that ‘management skills gaps have the greatest impact on the work of third sector organisations’.

It is of particular significance that this offer is equally available to trustees within our sector, if they are considered to be the ‘leader’ of their organisation. This inclusion is hugely welcome and shows the commitment of the LSC to thinking about how best to ensure that its general offers will be as useful to our sector as they will be for other employers and businesses.

My thanks therefore go to the LSC, both for its commitment to producing these brochures and for checking its policies to ensure that they take into account the uniqueness of our sector.

A handwritten signature in black ink that reads "Shirley Cramer".

Shirley Cramer

Chair, Third Sector Advisory Group and National Council Member, Learning and Skills Council



Leadership and Management within **Train to Gain**

Train to Gain is the Government's flagship service to support employers in England, of all sizes and in all sectors, to improve the skills of their employees. This includes organisations in the third sector. Managed by the LSC, the service aims to encourage all employers and individuals to value and understand the benefits that learning and skills can bring, and to invest appropriately. Train to Gain provides specialist advice on training and skills needs which is tailored to meet employers' exact needs.

So what is the Leadership and Management offer?

Money is available to any third sector organisation with between 10 and 249 staff (paid or unpaid) to support leadership and management training and development. This money will help to support the improvement of leadership and management skills through informal training, such as coaching and mentoring, or working towards a qualification. The process is straightforward: a Leadership and Management specialist adviser must diagnose the skills need (through a process called a 'skills diagnostic') and write a personal development plan (PDP) with the leader/manager which identifies the training and development needed. Funding is available on the basis of the PDP.

How much money is available?

Up to £1,000 of grant support is available: the first £500 does not require match funding but must benefit the one person identified as the key leader/manager within the organisation. The remaining £500 grant must be match funded in cash by the employer and can be used to support the same leader/manager or one or more other managers (depending on the organisational needs). Where the grant is being used to support accredited higher education provision, it is essential that the grant money is match funded in its entirety.

How can the money be used?

The funding can be used to support any skills development activity identified through the skills diagnostic and evidenced within the PDP. This means that the money can be used to support qualification or non-qualification based activity, depending on the individual's needs. Previous activities have included coaching, mentoring and action learning sets as well as taught courses.

How many staff can we get funding for?

One for the unmatched grant, although the matched funding can be used to support other managers. Of course, the organisation can itself pay for others if it wants to.

Can we go on any course/training we want to?

Yes. That is, providing it meets the skills needs of the individual concerned and is documented within their PDP.



How is the course/training decided?

The Leadership and Management specialist adviser will work with the individual concerned to identify their skills needs and appropriate skills solutions. The PDP, including the recommended solutions, should be agreed with the individual.

How does the 'specialist adviser' know about our specific needs in the third sector?

The LSC will continue to work with the third sector and its own third sector policy leads to ensure that the Leadership and Management specialist advisers are conversant with the sector, and with the sector-specific qualifications and developmental opportunities that may be appropriate for individuals in the sector.



Who can go – what about our trustees?

The Leadership and Management support available as part of the Train to Gain service is designed to work with the strategic influencers within an organisation, and is therefore aimed at all key directors/managers/leaders within an organisation – including trustees. The unmatched grant support is designed to work with only one individual within the organisation, and on this basis organisations should ensure that the beneficiary of this funding cascades the learning and developmental gains throughout the organisation.

So, if we have 10 leaders on our board of trustees, can only one of them get this unmatched funding?

Yes. This works in the same way that only one director of a company will get the funding. The intention is that they cascade their learning to others, or that the organisation pays for others to attend the training if they want to.

If only person one can go, who decides which person that is?

This will be the decision of the organisation, but the LSC recommends that the beneficiary should be an individual who works strategically within the organisation and who is able to have a direct impact on the organisation's people management and strategic development.

Why can only one person per organisation get the support?

The Leadership and Management offer is part of a broader package of support available through Train to Gain. Support is aimed at working with organisations that have not had the resources to date to think strategically about their organisational development. By providing a specific package tailored towards leadership and management, the LSC hopes to provide organisations with the skills they need to consider broader workforce development issues at a strategic level. If other workforce development needs are required at management or supervisory level, it is expected that these will be discussed as part of a broader Train to Gain Organisational Needs Assessment (ONA) with a skills broker.

When do you give us the money?

We don't fund the organisation directly – the money will be paid upon receipt of an invoice from the training provider for the training/developmental opportunity undertaken.

Do we have to fill in loads of paperwork to get the support?

No. The Leadership and Management specialist adviser will work with you to ensure that all the information required is captured during the course of their visit. In most cases, this information capture will be carried out by them.

What do we have to prove to get the money?

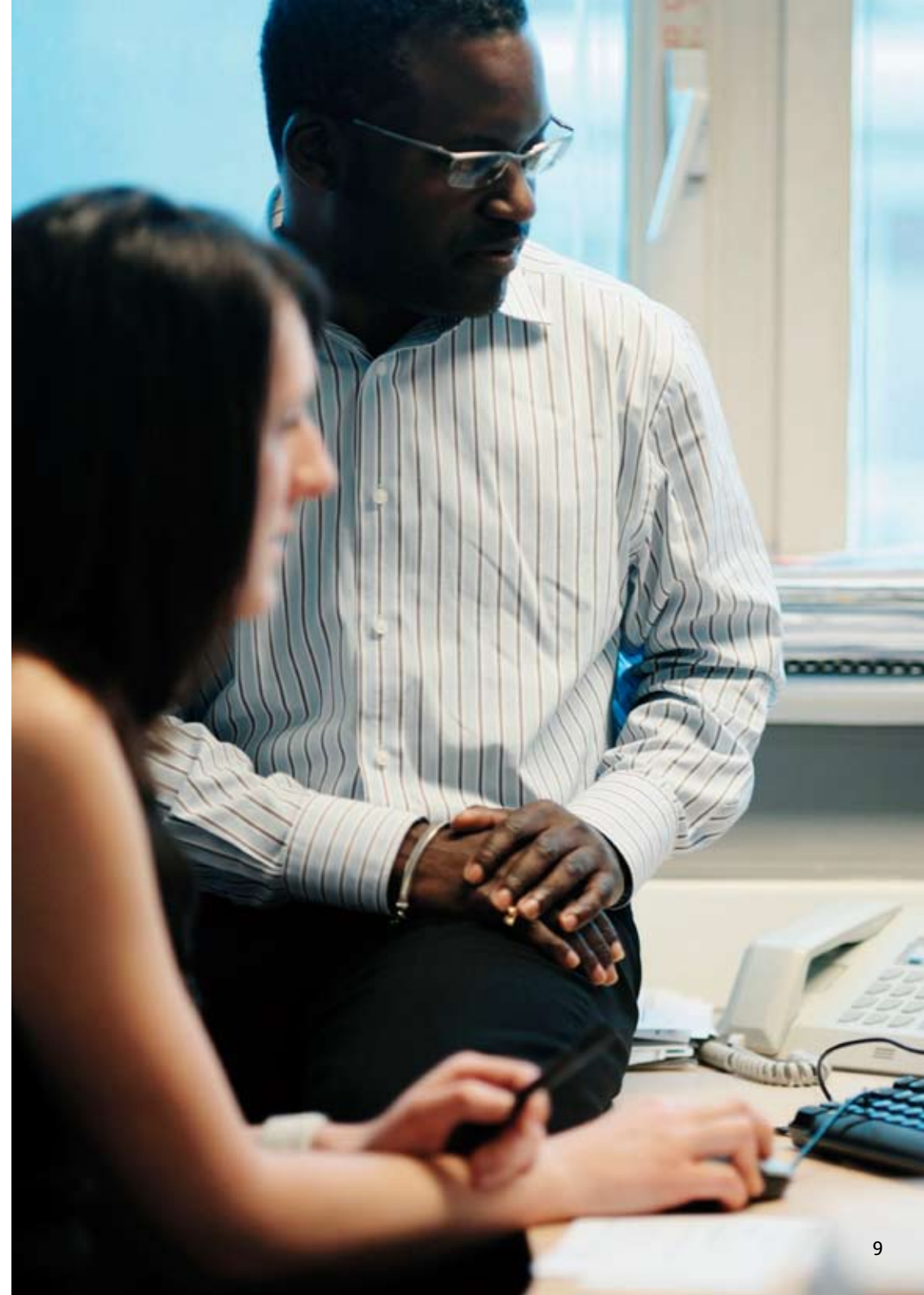
You have to prove that you are an organisation that is eligible – meaning that you have between 10 and 249 staff (paid or unpaid) and have not benefited from leadership and management support through Train to Gain in the past.

Will you also talk to us about other staff training and development?

Yes. Once the development activity has taken place, the specialist adviser will carry out a review to support the implementation of the new skills within your organisation. In addition, a skills broker will undertake a follow-up to discuss further workforce development issues.

Do we have to sign up to anything else to get the support?

No.



The Government defines the third sector as non-governmental organisations that are value-driven and that principally reinvest their surpluses to further their social, environmental or cultural objectives. It includes voluntary and community organisations, charities, social enterprises, cooperatives, community interest groups and mutuals.

How to find out more

Train to Gain – 0800 015 55 45 or www.traintogain.gov.uk

Please note: These programmes and services apply to organisations based in England. Information for the other three home nations is available from:

Scotland – Learndirect Scotland for Business 08456 000 111

Northern Ireland – The Employment Service 0800 328 91 35

Wales – Skills People Success 0845 60 661 60

The UK Workforce Hub can provide general information on employment and workforce development in the third sector – visit www.ukworkforcehub.org.uk