

TRAIN TO GAIN AND THE THIRD SECTOR

Opportunities for the third sector to access support for training and developing paid staff and volunteers



INTRODUCTION

The Government defines the third sector as consisting of non-governmental organisations that are value-driven and that principally reinvest their surpluses to further social, environmental or cultural objectives.

The third sector includes voluntary and community organisations, charities, social enterprises, co-operatives and mutuals.

Many people work and volunteer in the third sector. The National Council for Voluntary Organisations *UK Voluntary Sector Almanac 2007* shows that there are 611,000 paid workers in the UK voluntary sector, as well as an estimated 11 million volunteers. Recent figures also suggest that, every year, the sector contributes £7 billion to UK GDP and £25 billion to society overall.



FOREWORD



Third sector organisations want to provide high-quality, accessible and appropriate services to their clients and communities. The skills of their workforce – both

paid staff and volunteers – are a critical component of ensuring success, so access to appropriate and affordable development opportunities is a priority. It is through these opportunities that the sector will deliver the social and economic prosperity that the Government aspires to for individuals and their communities.

One important source of support is the Train to Gain service from the Learning and Skills Council (LSC). It has always been available to third sector organisations for their paid workforce, but has recently been extended to volunteers as well. This will provide real opportunities for third sector employers to access support, advice and (in some cases) funding to boost the development of their paid and unpaid workforce.

Lord Young, Minister for Skills at the Department for Innovation, Universities and Skills, said: “Third sector organisations play a vital role at the heart of communities. It is right that those who work for them have the opportunity to gain the skills they need to develop successful and rewarding careers.

“These further improvements to Train to Gain mean that those in most need of support can develop the skills they need to get on, ensuring that the sector is well placed to weather tough economic times and to continue its valuable work for the community.”

And Kevin Brennan MP, Minister for the Third Sector, said: “Third sector organisations need people with the right skills if they are to succeed and have the maximum impact in their communities. The Government is working to provide paid employees and volunteers with opportunities to improve their skills. I encourage the third sector to use the support that is available through Train to Gain to ensure that all the people in their organisations have the skills they need.”

This guide is an excellent way for third sector employers to understand the real relevance and value of Train to Gain and the Leadership and Management offer within it. I hope it will be helpful to employers, employees, training providers and anyone else who supports and advises third sector organisations as they strive to meet the aspirations of their clients – particularly those who are currently not connected to either the education system or the labour market.



Dame Mary Marsh
Chair, Third Sector Advisory Group
National Council member, LSC



WHAT IS TRAIN TO GAIN?

Train to Gain is the Government's flagship service to support employers in England (of all sizes and in all sectors – including the third sector) to improve the skills of their employees. Managed by the LSC, the service aims to encourage all employers and individuals to understand and value the benefits that learning and skills can bring, and to invest appropriately.

Train to Gain provides specialist advice on training and skills needs, tailored for each employer.

How does it work?

All employers need to do is ring the telephone number on the back cover of this brochure, and a skills broker will visit them at no cost and at a time that suits them.

The skills broker will be able to provide impartial advice, and will work with the employer to find the best training solutions for a whole range of skills levels – from basic numeracy and literacy courses right through to higher education, leadership training and management skills.

Skills brokers can help to source any potential funding that might be available, and can take on some of the time-consuming tasks such as finding suitable training providers. Employers are freed up to manage their usual day-to-day business issues.

Additionally, if you already have an established relationship with a college or training provider, they will be able to help you with getting involved in Train to Gain, even if they do not currently hold a contract for Train to Gain

WHY USE TRAIN TO GAIN?

Train to Gain is a commitment by employers and government to jointly invest in training.

In return, Train to Gain will give employers access to:

- quality-assured advice on identifying skills needs at all levels, from skills brokers, colleges and training providers with expertise in the relevant area of business;
- help with identifying and sourcing high-quality training and qualifications that will meet those skills needs; and
- an expert who will pull together a skills solution package that may include government training subsidies.



VOLUNTEERS AND TRAIN TO GAIN



The inclusion of volunteers in Train to Gain means that:

- volunteers are now included in the organisational training needs analysis (and in the resulting training plan) if their role directly contributes to meeting the objectives of your organisation; and
- training for volunteers now attracts the same subsidies as apply to paid employees – except for contributions to wage costs, some of the new flexibilities introduced for smaller and medium-sized enterprises (SMEs) with under 250 employees (see page 09 for the new funding enhancements for SMEs) and Apprenticeships, which only apply to paid employees.

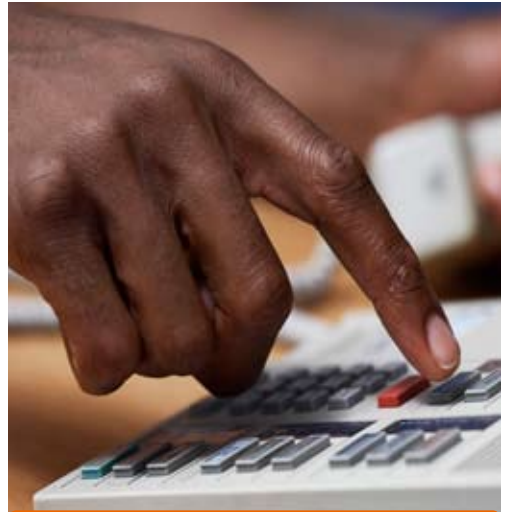
Any volunteer within an organisation can be covered by Train to Gain, regardless of the number of hours spent volunteering.

Volunteers who work in organisations outside the third sector (e.g. in the health service or the leisure industry) are also covered by Train to Gain.

PRE-EMPLOYMENT TRAINING

People from priority unemployed groups (e.g. the long-term unemployed and lone parents) who get work are also now eligible for Train to Gain through local employment partnerships (LEPs). This means that they can obtain a second Level 2 qualification, if this is appropriate, through their involvement in an LEP.

More information is available by ringing the LEP contact number or by visiting the Jobcentre Plus website (details on the back cover of this brochure).



A full Level 2 qualification is the equivalent of five GCSE passes at grades A*–C, or a National Vocational Qualification (NVQ) 2, for example:

- a National Open College Network Diploma for progression;
- an NVQ Level 2 in Advice and Guidance Support; or
- a Certificate for Information Technology Users.

A full Level 3 is the equivalent of two A-level passes or an NVQ 3, for example:

- an NVQ 3 in Health and Social Care; or
- an NVQ 3 in Community Development Work.

FINANCIAL SUPPORT FOR TRAINING AND DEVELOPMENT

Once a training and development plan has been agreed, skills brokers, colleges and training providers can help with sourcing funding where this is available. Government funding is available for the priority skills needs outlined below.

Note that this is only intended to be a guide. In some areas, additional subsidised training may be provided (e.g. through the European Social Fund). Details of the funding available should be checked with your skills broker.

Skills for Life	At Levels 1 and 2, now offered as stand-alone fully subsidised (with some exceptions – e.g. English for speakers of other languages)
First full Level 2	Fully subsidised
Second Level 2	Fully subsidised for some people (e.g. lone parents and those on incapacity benefit) as they move into employment. Available mainly through local employment partnerships (as detailed opposite). Full subsidy is also available to those in work where a qualification is identified as a priority by a sector skills council
Full Level 3	Fully subsidised if a Level 2 qualification is not held. Where a Level 2 qualification is held, part subsidy of 57.5 per cent in 2008/09, 52.5 per cent in 2009/10, and 50 per cent in 2010/11
Apprenticeships	Includes key skills, technical skills and Level 2 and Level 3 qualifications. Part-subsidised
Leadership and Management	Offered to leaders and managers of organisations employing between 5 and 250 employees, including volunteers. Part-subsidy of up to £1,000, with a contribution from the employer. Please see page 13 for more details
Higher education (Level 4 and above)	Skills brokers route people (as appropriate) to relevant higher education institutions to meet identified employer needs. Subsidy depends on funding from higher education institutions

NEW FLEXIBILITIES

In January 2009 additional funding and support became available for third sector organisations that employ fewer than 250 employees. Please note that only employees in these organisations are eligible for funding (volunteers are ineligible).

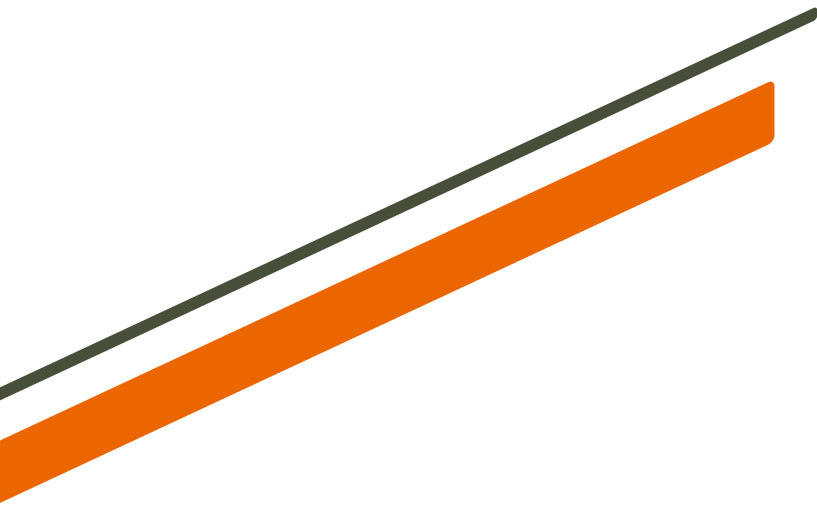
Funding is now available for bite-sized chunks of learning in business-critical areas such as:

- business improvement;
- business systems and processes;
- team working and communications;
- sales and marketing;
- IT;
- customer service;
- new product design;
- finance and credit;
- cash flow and profit management; and
- risk management.

Support for Leadership and Management

The Leadership and Management offer for SMEs has been extended to include businesses with between 5 and 250 employees. Part-subsidy of up to £1,000, with a contribution from the employer, is available.

Contributions to wage costs are available to employers with fewer than 50 full-time equivalent employees, and which have eligible learners engaged in Skills for Life, their first full Level 2 qualification or Level 3 training. The contribution will be up to a maximum of 70 hours of training per employee during their normal working hours, and is paid at either a flat rate of £5 per hour or at the learner's actual hourly rate of pay. Contributions to wage costs do not apply to volunteers.





THE LEADERSHIP AND MANAGEMENT OFFER

What is the Leadership and Management offer?

A grant is available to any third sector organisation with between 5 and 250 staff (paid or unpaid where the organisation has paid employees) to support Leadership and Management training and development. This grant 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 will work with you to diagnose your skills needs (through a process called a 'skills diagnostic') and agree 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, i.e. for the full £1,000.

How can the grant 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 Leadership and Management 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 the specific needs of 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 one person 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 can I claim the grant?

You can claim the grant 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, they will carry out the information capture.



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 5 and 250 staff (paid or unpaid where the organisation has paid employees) 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 and business development issues.

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

No.

BECOMING A TRAIN TO GAIN PROVIDER

At the time of writing, a number of third sector training providers are already delivering Train to Gain provision.

LSC procurement for mainstream funded programmes takes place once a year – details can be found at [lsc.gov.uk/providers/provider-procurement](https://www.lsc.gov.uk/providers/provider-procurement).

However, as a demand-led service, Train to Gain is able to engage new training providers at any time. New training providers can either join through the Train to Gain Response Fund or be taken on by an existing accredited provider as a sub-contractor.

More details of the Train to Gain Response Fund and other detailed funding guidance for Train to Gain can be found at [lsc.gov.uk/providers/funding-policy/demand-led-funding](https://www.lsc.gov.uk/providers/funding-policy/demand-led-funding).





HOW TRAIN TO GAIN IS WORKING IN THE THIRD SECTOR

Train to Gain provides valuable training for staff at homeless shelter

More than 200 homeless and vulnerable people pass through the doors of St George's Crypt in Leeds each day, so finding time to prioritise extra training for staff was difficult – until the organisation sought help from Train to Gain.

St George's Crypt has been a charity since 1930. Today it employs 45 staff, who together provide day-care facilities and night shelter for the homeless.

The charity recognises the need for staff development and has a small budget for it, but as Fundraising and PR Director Martin Patterson explains, finding the time to source and schedule staff training is a problem.

“We aim to provide useful and relevant training opportunities for our staff, but often, because of the intensity of the day-to-day workings of a very busy shelter, we simply do not have time to identify training needs.”

Martin was put in touch with Sarah Criddle, Skills Broker for Leeds and Bradford, who explained that

St George's Crypt could qualify for funded NVQ training, which would be sourced and organised on their behalf.

Sarah says: “As with many busy organisations, St George's Crypt does not have the extra time needed to source training. Because it is a charity, cost is also important.

“Train to Gain can be helpful to organisations in this position, because it provides experts to source the right training. They also ensure that it is delivered in a useful and timely way, and investigate whether the organisation can apply for funding,” she adds.

Six St George's Crypt staff are now studying for qualifications at NVQ Levels 2 and 3 in a variety of areas, including customer care, retail and IT.

Martin says: “The Train to Gain service has enabled us to move the issue of staff training up the priority list, and we hope that this is just the beginning for us. With so many different types of training required here, this service is invaluable to us.”





Advocacy West Lancs benefits from Lancashire Leaders training and development

Advocacy West Lancs is a non-profit organisation established in 1994. The charity provides representation and support to any member of the community who experiences difficulties in getting their message across when communicating with healthcare services, social services, or other statutory services.

The charity targets those who are vulnerable due to physical or mental illness, disability or frailty.

Pamela Ball, Chief Executive of Advocacy West Lancs, was introduced to Lancashire Leaders, a programme that offers training and support to managing directors in Lancashire, with up to £1,000 available to fund learning solutions.

Originally from America, Pamela wanted to take the opportunity to develop her awareness of UK management processes – particularly for financial management – and also to gain a British management qualification. While Pamela had already

spent many hours undertaking training during her 20 years in management, the opportunities presented to her through Lancashire Leaders would not otherwise have been possible in a non-profit organisation.

By using a diagnostic tool called ASSESS, it was possible to identify Pamela's main goals and to produce a development plan that identified specific training and networking opportunities.

Through the programme, Pamela was offered funding to undertake an Institute of Leadership and Management qualification that built on her existing skills and knowledge of management, while helping her to develop new and innovative methods.

Pamela also took advantage of the chance to build networks with other managers by taking part in various workshops and networking events organised by the Lancashire Leaders programme.

Following her training and development, Pamela now feels more confident – not just in her skills as a manager, but in dealing with her board of directors. By putting into practice the tools and learning that she had picked up thanks to the Lancashire Leaders programme, she has been able to lead her organisation through a strategic evaluation process.

Pamela says: “This development programme afforded me a unique opportunity to obtain intensive one-to-one support as well as classroom and lecture training. The combination created a total package that enabled me not only to meet my development goals, but also to effect real strategic and structural improvements in my organisation. I would recommend the programme to other managers unreservedly!”

HOW TO FIND OUT MORE

Train to Gain

0800 015 55 45 or traintogain.gov.uk

Apprenticeships

08000 150 400 or apprenticeships.org.uk

Local employment partnerships

0845 600 8192 or jobcentreplus.gov.uk/lep

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

Scotland

learnirect 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 – ukworkforcehub.org.uk