



Cabinet Office

Guidance for General Grants

Minimum Requirement Ten: Training

Version: 2

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Important note

- ▶ This guidance applies only to general grants made by departments and their arm's length bodies (ALBs) using Exchequer funding. It does not apply to formula grants or grant in aid. [Managing Public Money](#) and local guidance within government grant making organisations is applicable to those categories, and minimum requirements may be developed in future.
- ▶ Organisations' primary concern when administering grants is to have due regard to the 'Grants Functional Standard' (GovS 015) and the key documents referred to within it including [Managing Public Money](#). Nothing in this guidance is intended to contradict or supersede these. Furthermore, this guidance is not intended to be an additional spending control - departments retain accountability for decisions on grant expenditure.
- ▶ This guidance should be read in conjunction with the wider set of minimum requirements guidance documents (including the introduction). Further information and tools supporting this guidance can be found online through the [grants Centre of Excellence \(CoE\)](#). Further references and resources are highlighted throughout. It should also be read alongside organisations' internal guidance, where available, which will provide the departmental policy context.
- ▶ This guidance should be approached on a 'comply or explain' basis. It is important to consider flexibility and proportionality in adhering to the minimum requirements. As such there may be some specific instances where the requirements may not be met in full. In these instances, appropriate justification should be recorded within the business case or equivalent approval documents.

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Minimum Requirement

All those involved in the development and administration of grant awards should **undertake core training in grant management** best practice.

Purpose

Minimum Requirement Ten: training and the guidance for general grants set out below is aimed at ensuring that all staff involved in the management of general grants are competent and properly equipped to undertake the role effectively. The appropriate level of training and support should be made available, particularly regarding optimising value for money and identifying and managing risk.

Grants Functional Standard: Key References

Mandatory expectations ('shall') for management of grants related to this minimum requirement have been extracted from the 'Grants Functional Standard' which can be accessed [on GOV.UK](https://www.gov.uk). Please note that in some cases the information has been paraphrased for conciseness - refer to the standard itself for the full version.

Area	Requirement(s)	Context	Reference	Page
Supporting practices: Training	In performing their roles, and in meeting this standard, those undertaking grant management should have the appropriate level of support and shall have completed basic training to perform their role effectively.	Such training should include knowledge of applicable sources of further guidance and the identification of empowering legislation underpinning individual grant schemes. Note: An eLearning package: <i>Introduction to Managing Government General Grants</i> , designed to help grant managers comply with the above training requirement, is available on Civil Service's preferred learning platform.	6.7 Training Also refer to: GovS003, Human resources.	21

Overview

1. All staff involved in the management of government grant funding should be competent and experienced and be given the appropriate level of training and support by their organisation in order to perform their role effectively. Staff should be familiar with the Grants Functional Standard and the Minimum Requirements for general grants and be aware of other relevant resources (including those referred to within the minimum requirement guidance documents). Staff are expected to be registered on and make regular use of the [grants Centre of Excellence \(CoE\)](#) in order to access the latest guidance, good practice and other resources.
2. The Senior Officer Responsible (SOR) should ensure that their team has the required capability, training and support (refer to [minimum requirement one: senior officer responsible for a grant](#)). Grant making organisations should decide on the training appropriate for the different roles within their organisation, based on their staff's responsibilities and existing knowledge and experience. They should draw on existing training resources available through the [Governments Grants Academy](#) on the [grants Centre of Excellence \(CoE\)](#), and from other sources across government, such as the Commercial College and Finance Academy, in addition to their organisation's internal guidance and training.
3. Training should be provided prior to starting, and throughout a person's work in grant management, as required. All new grant makers shall undertake the Foundation Learning package - the package includes the following eLearning modules: 'An Introduction to Managing Government General Grants', 'Fraud in Grants', and 'Grant Risk, Controls and Assurance', which have been made available on [Civil Service Learning \(CSL\)](#) – you will need to be logged into CSL before clicking the link - and through the [Governments Grants Academy](#). In addition, there is the *General grants or Commercial Procurement?* e-learning module available via the [Government Commercial College](#). Working through these modules will ensure an individual's compliance with this minimum requirement – it is strongly recommended that grant making organisations mandate the completion of these modules or an internal training package that offers an equivalent curriculum.
4. Where already qualified via a relevant profession, for example, finance, commercial or audit, an individual may be deemed to have already met the minimum requirement. In all cases, there is value to be gained from undertaking grants-specific training, for example, to help commercial specialists understand the key differences between contract procurement and grants administration. Basic grants training may also be advantageous for those in other professions who have not had prior, direct experience of grant making.
5. Support should also be available to those involved with the management of grants. There is often a requirement for specific expertise in the design and development of a grant, as well as at key stages throughout the grant lifecycle. Specialist support may include, but is not limited to, the following professions and capabilities: policy, analysis, finance, commercial, legal, risk and counter-fraud.
6. Grant making organisations should engage with their departmental grants champion to discuss their training needs and available resources. Organisations may also

consider introducing a process for matching new and inexperienced grant makers with a 'buddy' who should be a colleague who is an experienced grant maker.

The Government Grants Academy

7. The Government Grants Academy is developing a suite of bespoke training products designed to support learning and development in relation to grant management. The training offer can be found on the [grants Centre of Excellence \(CoE\)](#); it provides details of available eLearning and additional training resources for grant makers.
8. The suite of training products includes web-based resources – accessed through Civil Service Learning. Training modules have been produced in collaboration with grant administrators across government from internal departments and Arm's Length Bodies.

Note: check the training page on the grants Centre of Excellence regularly for updates on training products currently in development.

9. The eLearning module *Introduction to managing government general grants* provides an essential overview of the administration process for general grants. On completion users will be able to understand:
 - the key stages of the end-to-end grant management process and best practice;
 - the key roles and who to consult;
 - where to find further guidance and support; and
 - how to apply the Grants Functional Standard for government general grants.

Fraud in grants

10. On completion of this training users will understand:
 - the importance of a Fraud Risk Assessment; and
 - how to report suspected grants fraud.

Risks, controls and assurance

11. On completion of this training users will understand:
 - identify, assess and manage risks;
 - develop and implement a control and assurance framework

In addition, there are further bite-sized modules available on the Grants Academy page on the grants Centre of Excellence, providing an introduction to some key considerations when administering government general grants and where to find further resources and information.

General grants and commercial procurement

12. The Government Grants Academy has partnered with the Commercial Function and Commercial College to produce an eLearning module to explain the similarities and differences between grants and contracts, and highlighting the importance of ensuring that the most appropriate funding route is used.

13. A programme of capability development workshops and learning material is under development and will be available during 2021.

Further Resources

14. In meeting this minimum requirement, and in addition to the references and resources highlighted earlier in this guidance, organisations may want to consider the following in particular:
 - more general [eLearning modules available on CSL](#), which can help to develop skills and knowledge that is useful when managing government grants; and
 - the [grants Centre of Excellence \(CoE\)](#) contains products and toolkits that can be used to enhance grant knowledge and expertise.