



Business Plan 21/22

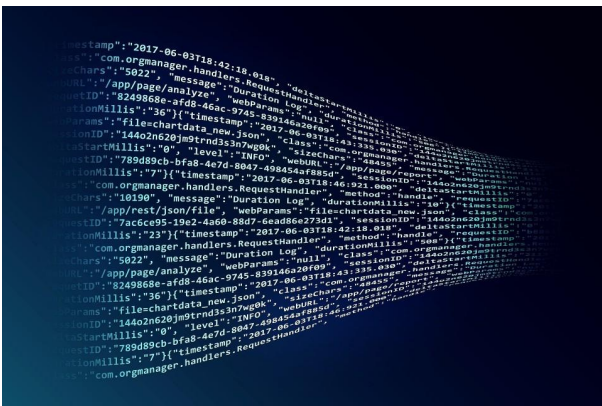




Foreword

Our ambition in the Government Skills and Curriculum Unit is to improve the coherence and quality of learning and development in government through better training, knowledge and networks. In our large and complex workforce we know there are many examples of excellence, and that we cannot - nor should not - prescribe everything from the centre. However, we also know our colleagues at all levels would like a clearer and more accessible framework for the skills we need in government, for better policymaking and delivery, and better public services for the country.

Currently there are gaps in supporting people to gain both the fundamental skills of public administration, such as budgeting, drafting and project planning, and gaps in specialist domains, including our ability to work with complex data and science. Our collective experience of exiting the European Union, and responding to a pandemic, reinforce the importance of building our capability, to make sure we are resilient and effective for future challenges. We need to ‘raise the floor, and the ceiling’: higher core universal expectations, and higher levels of technical expertise. This is why we have defined a core curriculum framework, to make standards and accountability clear and specific, from entry to senior leadership. With Departments, Professions and Functions we will continue to define and develop this framework over the coming year.



The Campus we envisage unites all the locations, on and offline, where over 450,000 Civil Servants across Government develop the skills, knowledge and networks they need. This could be a formal, discrete, programme, a ‘MOOC’¹, an externally accredited qualification, and includes the many academies which already exist or are in development. The Campus - underpinned by the curriculum - makes clearer and strengthens online and physical access to training and progression. It

includes learning by watching, learning by doing, and learning by studying. It comprises both innovative partnerships led by the Unit, and also our influence in sharing effective products. Alongside, we are reforming our approach to attracting, inducting and developing school leavers and graduates, to make sure they are prepared to excel, enjoy varied and effective careers, and represent our whole society. We are also making sure our programmes to prepare and support current and future leaders are coherent and effective. Everyone joining the civil service deserves access to the knowledge, skills and networks they need to succeed.

¹ Massive Online Open Course, e.g. the SCS Data Masterclass developed with FutureLearn in 2020.



Government Skills & Curriculum Unit

The Government Campus is 'owned' by all: departments, professions and their staff are customers and also suppliers for the Campus. I have been delighted by the positive response to the Campus vision, and curriculum framework, and am pleased to chair the new cross-government Design Authority which steers our work.

While the potential for the Campus is vast, we will allocate our limited resources creatively and efficiently, doing a small number of things well, before moving to the next set of projects. This business plan sets out our approach to this in 2021/22.

I am proud to lead the Government Skills and Curriculum Unit, and look forward to working with colleagues across government, and more widely, this year and beyond.



Pamela Dow
Executive Director
Government Skills and Curriculum Unit

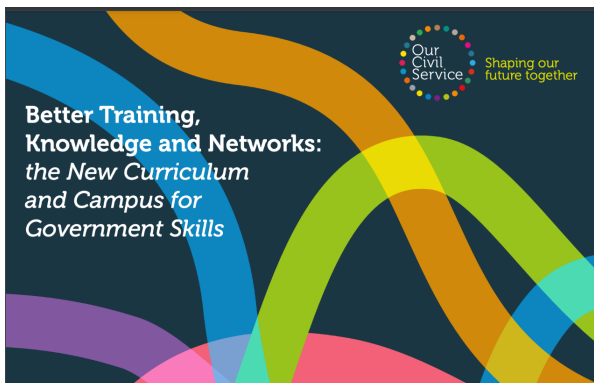


Overview

The Government Skills and Curriculum Unit (GSCU) was established in September 2020 with a mission to ensure suitably qualified and experienced civil servants, from entry to senior leadership, and a properly resourced Campus for training in Government.

GSCU brings together for the first time all the central teams responsible for learning and development. This includes everything from schools' outreach to the Fast Stream, to apprenticeships, to the learning frameworks, to accelerated programmes (FLS/SLS/HPDS/IDP), to the CSLA and NLC (facing outwards to support public sector leaders)².

The main goal of GSCU is to provide a clearer and more coherent Curriculum framework for the skills, knowledge and networks of the 450,000 civil servants across government, unite the Campus by which these are delivered, and ensure that school leavers, graduates ('Emerging Talent'), and late career entrants, are attracted and supported. More detail on our vision and goals are explained in [Better Training, Knowledge and Networks: the New Curriculum and Campus for Government Skills](#).



In 2021/22 GSCU's efforts, through the Government Campus Programme, are focused on:

- Further defining and assuring the Curriculum - with early progress on induction, technical and specialist skills, and management/leadership
- Defining and unifying a Campus
- Delivering and improving our Emerging Talent, and Leadership programmes.

² Future Leaders' Scheme, Senior Leaders' Scheme, High Potential Development Scheme, Civil Service Leadership Academy, National Leadership Centre.



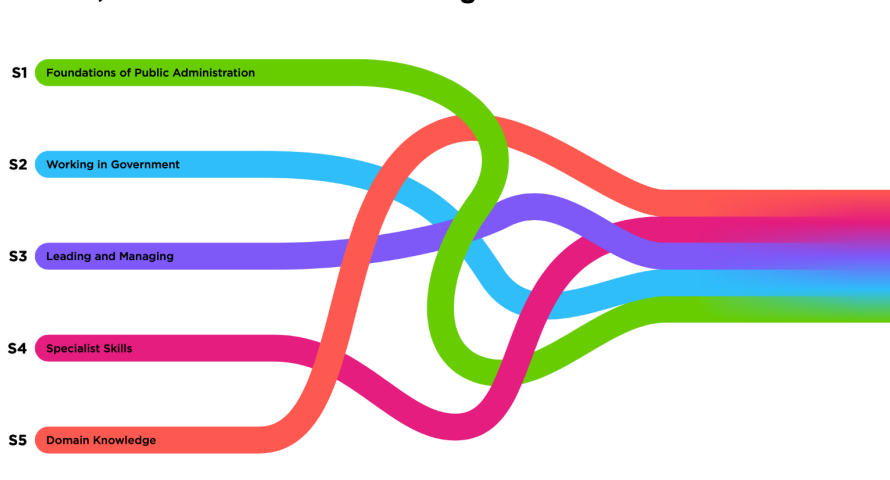
Government Skills and Curriculum Unit		
Curriculum Provide a clear, coherent five-strand Curriculum framework for the skills, knowledge and networks of the 450,000 civil servants across government.	Campus Establish the Campus by which the Curriculum is delivered - online, physically, with departments, professions and functions, and through the L&D Frameworks.	Emerging Talent Attract, recruit, train and retain Civil Servants who reflect the country and are equipped to meet the challenges of modern government, including a high status and high quality pipeline for future leaders.
Enablers Leadership, Programme Management		

More details of what we plan to deliver are on the next pages, followed by identification and mitigation of risks. This Plan also includes information on how you can keep in touch with us.



Curriculum

Provide a clear, coherent five-strand Curriculum framework for the skills, knowledge and networks of the 450,000 civil servants across government.



The five strands. Define and set standards for high quality training and development using the five-strand framework.

- Lead and support the new Design Authority to direct and assure core curriculum and Campus activities. Maximise the potential of this senior and authoritative group to shape improvements in knowledge, skills and networks
- Strand 1 Foundations of Public Administration
 - Complete the discovery and planning of a Strand 1 Curriculum - Autumn 2021
 - Work with ONS to roll out the Data Masterclass further following its successful pilot - Spring 2021.
- Strand 2 Working in Government:
 - Deliver a learning event to support 300+ private office colleagues in inducting new
 - Ministers, and create lasting products/content, May 2021;

- Complete the discovery and planning of a Strand 2 Curriculum for initial delivery - Spring 2021.
- Strand 4 Specialist skills:
 - Work with cross-government professions' (academies, colleges and development programmes) to define and promote their role as Campus 'faculties', shaping and delivering the Curriculum.
 - Support the Government Consultancy Hub on development of consultancy skills in government, and deliver these via e.g. Early Talent programmes.
 - Support the continued development of high-quality bespoke 'Masterclasses', for traditionally specialist, but increasingly generalist topics, e.g. Data, Innovation, & Digital.
- Strand 5 Domain-specific Knowledge:
 - Support depts to develop high quality induction to a set of standards, with DfE as an exemplar for Spring 2021.



- Deliver a project to quantify languages capability to inform training and career pathways, and contribute to the wider Global Britain agenda - March 2022.
- Support development of the business case for a College for National Security as highlighted in the Integrated Review.
- Work with departments and professions to design and test L&D for cross-cutting government priorities (e.g. Local Growth, Net Zero)
- For the next SR, submit the Business Case for the College for National Security and in parallel establish - for the first time - the shared learning need on national security and prioritise opportunities for more efficient sharing of existing training (summer 2021)

Induction. Develop a relevant and accessible *universal* government induction, and support Depts, Professions and Functions in designing (and promoting) domain-specific induction for new starters, where requested.

- Define and make accessible a rigorous core induction for all new civil servants, piloting this universal induction in Spring 2021 and launching SCS induction in Autumn 2021.
- Run a Ministerial Induction pilot and launch event - April/May 2021. Programme of support for new ministers in place - summer 2021.

Development of Strand 3 - Leading and managing. Working with the Operational Delivery Profession and others, develop

universal principles, agreed content, and quality standards, for leadership and management training and development programmes.

- Construct a data-rich, evidence and history-based case for change, and evaluation strategy, for all GSCU leadership and management training.
- Publish a Summer 'Green Paper', providing an update on progress and wider reform plans for the leadership and management curriculum supported by history, data and evidence based insights.

Delivery of leadership programmes to develop the skills, knowledge and networks they need to address the country's most complex challenges.

- Deliver and redesign a suite of programmes to support the Civil Service's demand for great leaders and managers. Supporting those in role as well as identifying and nurturing the exceptionally talented to take up the most demanding roles across the organisation. Currently supporting 1000 civil servants into programmes each year.
- Convene top leaders for the Cabinet Secretary's Civil Service Leadership Group on Government priorities.
- Refresh and deliver the National Leadership Centre programme for 100 public sector CEOs and the associated network for the 1000+ CEOs.
- Identify and explain the mutually reinforcing elements of our programmes, including secondments and exchanges, shared events and community-building.



Campus



Establish the Campus by which the Curriculum is delivered - online, physically, with departments, professions and functions, and through the Learning Framework.



Campus Online. Refine the business case for digital, data, and technology work to support the Campus Online:

- Assess the result of the Campus Online Discovery, delivered in March 2021.
- Run the Campus Online alpha - though 2021/22.
- Provide early signposting online to the Curriculum - end summer 2021.
- Prepare and submit a shared outcomes Spending Review Bid, subject to the evidence of need and benefits gathered in the Alpha.

Physical campus

- Collect and evaluate data on current training programme spending (offsite and residential), and produce costed proposals for next steps both for GSCU owned activity, and wider. Potentially including a Spending Review bid for a) accommodation partnership with Sandhurst, b) future of Easingwold Emergency Planning College, and c) a permanent central Campus site.

- Produce the Physical Campus initial business case by September 2021.

Learning & Development Frameworks.

Run effectively the government framework contracts with EY and KPMG in support of the Curriculum's five strands

- Manage the new cross-Civil Service framework contract with:
 - KPMG on off-the-shelf training, the helpdesk and integration of services and data;
 - EY on bespoke training, coaching and subject matter experts.

- Map the existing offers within the Learning Framework to strands - May 2021.
- Define and deliver a high quality executive coaching offer for senior leaders under Strand 3 of the Curriculum, including supervision and quality assurance from Henley Business School, and a workforce-wide approach to coaching, defined broadly, from a universal peer mentor offer onwards.



Government Skills & Curriculum Unit

- Continuously review with KPMG and EY the overall efficacy of the Learning Framework, supported by improved data reporting and analysis under the new contract.
- Provide Civil Service-wide oversight of the Learning Framework through the Engage with the Learning Frameworks Quality Board.
- Deliver a range of Parliamentary training activities for the Civil Service using current Parliamentary expertise, identifying capability gaps and filling them with the design, delivery and

evaluation of new products and programmes.





Emerging Talent

Attract, recruit, train and retain Civil Servants who reflect the country and are equipped to meet the challenges of modern government, including a high status and high quality pipeline for future leaders; comprising schools outreach plus industry placements, and including internships, Civil Service apprenticeships and the Fast Stream programme.

Schools Outreach and Industry

Placements. Identify and attract young people to careers in public service by working in and with schools to design and deliver effective programmes, particularly in areas with historically low engagement with the civil service.

- Deliver Schools Outreach, Work and Careers Fairs through the Civil Service Schools Outreach Network.
 - Lead the flagship work experience for circa 100 student opportunities in the Civil Service each year (currently virtual opportunities due to Covid). Students are chosen based upon performance and social mobility criteria. With schools selected due to their having a higher than average proportion of free school meals. The ambition is to increase these opportunities, reconsider eligibility criteria and develop a coherent strategy, linking across to the wider emerging talent portfolio e.g. TLevels and apprenticeships.
 - Lead the flagship mentoring programme, aiming to increase the number of schools we work with (post Covid), beyond the original aim of 200. Schools chosen must meet certain criteria including proportion of free school meals, linking this closely to social mobility aims and Levelling Up.
- Cornerstone Employer for 5 Careers Hubs that link to Places for Growth, providing ongoing targeted support to around 450 schools and colleges.
 - Supporting technical education reform and young people in developing their skills through offering and delivering a centralised model for 150 T Level Industry Placements in partnership with the Department for Education.



Internships and inclusion. Develop, deliver and evaluate our emerging talent internship programmes, attracting talent from diverse backgrounds with the potential to progress quickly in the Civil Service.

- Deliver the Early Diversity, Summer Diversity Internship and Autism Exchange Internship programmes.
- Deliver the Fast Stream and Emerging Talent Inclusion strategy.



Civil Service Apprenticeships. Lead and oversee the Civil Service Apprenticeship strategy and governance, to ensure the Civil Service delivers high quality apprenticeships.

- Monitor CS performance on apprenticeships against legislative targets and quality metrics.
- Review the quality and supplier arrangements in partnership with the Apprenticeship Coordination Office and Crown Commercial Services.
- Publish a 2021/22 Apprenticeship strategy.
- Develop a new Apprenticeship vision and strategy for 2022/23 and beyond, including the compelling case for change working with all partners.
- Scoping and development of a Government Apprenticeship standard linked to Strands 1&2 of the Curriculum.



The Fast Stream. Attract, recruit and develop emerging talent from all backgrounds and locations with the potential to progress quickly in the Civil Service.

- Delivery:
 - Recruitment to the current 9 schemes managed by FSET and an additional 6 managed by professions and departments, and the onboarding, postings, talent development and support of all centrally managed fast streamers.
 - Delivery of the Direct Appointment Scheme (DAS) recruitment of high quality EOs and HEOs
- Reform:
 - Review the design, content and delivery of the Fast Stream, and all graduate entry, for improved quality and coherence, and alignment with the core curriculum
 - Deliver a high skilled, well networked Fast Stream for the nation



Enablers

Supporting delivery across the Curriculum, Campus and Emerging Talent.

Unit Leadership and Programme Office.

Leadership of Government Skills and Curriculum Unit and organisation of the overall Government Campus Programme.

- Executive Director's Office: potent and effective leadership, transparency and engagement.
- Government Campus Programme Office: reporting and accountability (and agile prioritisation in-year).

Campus Analysis, Research and

Evaluation. Support the design, delivery and evaluation of all activity, e.g:

- Evaluate the Government Campus Programme - both its Curriculum (the "what") and the Campus (the "how").
- Define and monitor impact measures
- Build compelling evidence packs for change (e.g. Fast Stream reform, Strand 3 programmes)
- Support creation of the Campus - including identifying what training will best support the measurable objectives and KPIs, and development of the Campus business case.
- Support GSCU, and departments/professions across government, to input successfully into the next Spending Review.

Permanent and Project roles will be assigned where most effective.

Occupational Psychology. Embedding best occupational psychology practice to select, develop and retain optimum civil servants, and build organisational

capabilities for the future of the Civil Service.

- Offer an occupational psychology consultancy service to all departments
- Manage an online tests and assessments capability and strategy
- Manage the running of leadership assessment contract with Gatenby Sanderson
- Develop, apply and evaluate a range of workplace tools and interventions on leadership, training, assessment, wellbeing and organisational development.





Main delivery risks and their management

Curriculum and Campus

- 1. Insufficient staff, resources or capital to take forward work.** In response, we have clearly defined our plans and requirements for 2021/22, prioritising recruitments and developing business cases to identify how much capital we need in 2021/22 and resource and capital in the next Spending Review.
- 2. The benefits of the Government Campus Programme are insufficiently delivered or insufficiently evident.** In response, we are engaging Departments, Professions, Functions and wider partners to ensure good communication of benefits and that our work is supporting their needs - regular elements of that engagement include Campus News and the Government Campus Design Authority.
- 3. Unexpected or under-managed interdependencies in the Government Campus Programme, for example Fast Stream reform and workforce pressures.** In response, we will ensure the Programme Board regularly focuses on identifying interdependencies and managing them, with escalation to the Design Authority as required.
- 4. Insufficiently effective delivery of our on-going leadership programmes and management of the Learning Frameworks as part of development of the Curriculum and Campus.** In response, we are ensuring that we have sufficiently allocated resources to support efficient and effective development and delivery and have robust feedback mechanisms.

Keeping in touch



Government Campus News, a monthly newsletter, reports on the work of the Design Authority and aims to engage a broad network and community of influencers for our curriculum and Campus goals.

If you would like to receive Campus News and/or have an interest in knowing more about the Design Authority and our work, please email gscu-external@cabinetoffice.gov.uk.



Annex 1: GSCU Organisation Chart



Senior Leadership Team

Claire Smith
Head of Private Office



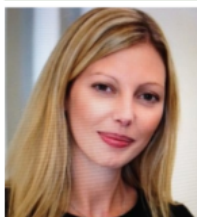
Pamela Dow
Executive Director GSCU



Natalie Golding
Director of Leadership
(*'Strand 3' programmes - content, delivery and impact*)



Sonia Pawson
Fast Stream,
Emerging Talent &
Occ. Psych. Service



Leah McTaggart
Strategy & Partnerships,
Curriculum Framework



Nick Walker
Learning Frameworks
& Parliamentary
Capability



Caroline Murray
Leadership and
Management
Programmes Strategy



Jo Hollis
Accelerated Schemes
and CS Leadership
Academy



Vicky Elliott
NLC Programme
and Communities

