



Government  
Social Research

# Government Social Research Strategy 2021-2025: Social Research In and For Government

Impactful & Influential

Expert & Valued

Diverse & Inclusive

## Year 2 Delivery Plan

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## Introduction, Vision and Mission

Welcome to the Government Social Research Strategy 2021-2025: Social Research In and For Government Year 2 Delivery Plan. This document sets out our plan to implement and deliver on the priorities for GSR over the second year of our strategy (from Mar/Apr 22). The delivery plan will be reviewed and updated annually and re-published along with the annual progress report for the life of the strategy. All priorities will be overseen by GSR Heads of Profession via the GSR Strategy and GSR Profession Boards.

### Our Vision

People and society-centred research, advice and design at the heart of Government decision-making

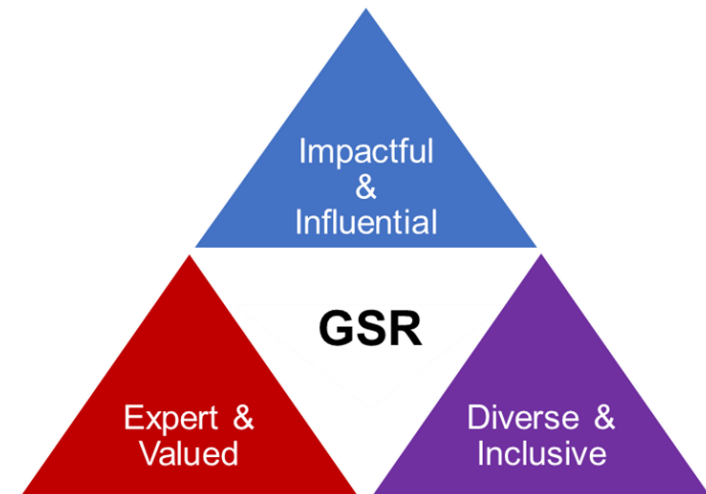
### Our Mission

Social and behavioural science is at the centre of influencing government policy debate and decision-making (our work); by

Being the best employer of highly skilled social and behavioural scientists (our members); who

Role model an inclusive and diverse approach in all they do (our values)

**Deliver the best social science evidence for government**



Some actions from Year 1 of the Strategy will be continued into Year 2, including developing Communities of Practice and the following:

- **S1. Maintain and promote stakeholder engagement:** Activities will continue to develop a GSR HoP workshop to agree on the proposed network approach, whilst bringing stakeholders together; Also continue the relationship with ESRC working with them on joint opportunities
- **S2. Influence and collaborate:** Continue to engage early with future Spending Review decisions; Develop opportunities for GSR members to upskill in different disciplines found across GSR
- **S3. Be at the heart of decision-making:** Launch the new GSR members site
- **S6. Empower members to achieve a fulfilling career:** Launch of GSR online test
- **S7. Embed a learning culture:** GSR Bitesize series will continue, providing a platform to showcase work of GSR members

## Impactful & Influential

GSR informs government decision-making and policy debate through impactful and influential input, engagement and collaboration

By proactively contributing and promoting the relevance and use of social and behavioural science in policy, delivery and spending decisions. Achieved through contributing evidence, advice and design, and engaging with relevant stakeholders to create a holistic picture and joined-up response. Diversity and inclusion (D&I) will be championed throughout our work



Objectives	Actions	Time	Indicators of success	
			1-2 years	3-4 years
<p><b>S1. Maintain and promote stakeholder engagement</b> both internally and externally, continuing to build on strong foundations to champion the expertise, evidence, advice, value and reach across the broader social research agenda</p>	<p>a. CONTINUED ACTION: Define a stakeholder map and explore existing links with internal and external stakeholders and associations to identify opportunities to engage and collaborate.</p> <ul style="list-style-type: none"> <li>○ to include workshop &amp; implementation of proposal</li> </ul> <p>b. Create guidance on how departments and external experts can work better together</p> <ul style="list-style-type: none"> <li>○ Linked to action S1a</li> </ul> <p><b>Delivered by:</b></p> <ul style="list-style-type: none"> <li>– GSR Working Group</li> <li>– GSR HoPs</li> <li>– GESR</li> </ul>	Apr-Jul	We have a clear understanding of existing links between GSR and external stakeholders, and have identified areas for improvement	Guidance is published on how departments and academics can work better together; success measured through number of views/downloads and feedback from members

Objectives	Actions	Time	Indicators of success	
			1-2 years	3-4 years
<p><b>S2. Influence and collaborate</b> with analytical, strategy, policy and delivery colleagues, ensuring analytical insight about people, society, resources and spending</p>	<p>a. CONTINUED ACTION: Identify and develop relationships with key points of contact for the next spending review and ensure key GSR members are engaged and informing from the outset</p> <p><b>Delivered by:</b></p> <ul style="list-style-type: none"> <li>– GSR HoPs</li> </ul>	On-going	GSR will influence the spending review across government	

Objectives	Actions	Time	Indicators of success	
			1-2 years	3-4 years
are at the forefront of the consideration of core issues facing government (e.g. Green recovery, Covid-19, UK post transition).	<p>c. <b>NEW ACTION:</b> Develop supporting information to help inform and embed GSR leaders and members to champion the profession and ensure GSR is 'at the table'</p> <p><b>Delivered by:</b></p> <ul style="list-style-type: none"> <li>– GSR Working Group – will also cover S3b regarding identifying Champion roles required</li> </ul>	Apr-Dec	Champions feel supported and clear on their roles	Champions are well known and approached for advice and opinions

Objectives	Actions	Time	Indicators of success	
			1-2 years	3-4 years
S3. Be at the heart of decision-making and advice both internally and externally demonstrating the breadth of knowledge, experience and skills the profession can bring to a multitude of issues	<p>b. <b>NEW ACTION:</b> Explore the feasibility of appointing GSR Champion(s) cross-government</p> <p><b>Delivered by:</b></p> <ul style="list-style-type: none"> <li>– GSR Working Group – will also cover S2c regarding the broader champion roles of all members</li> </ul>	Apr-Dec	GSR positive reputation and purpose is known across government	
	<p>d. <b>CONTINUED ACTION:</b> Review GSR website requirements considering the use and purpose, and content requirements</p> <p><b>Delivered by:</b></p> <ul style="list-style-type: none"> <li>– GESR (Website lead/Head of GSR Strategy)</li> </ul>	Mar-Jun	GSR website is the go-to place for social researcher professionals	

Objectives	Actions	Time	Indicators of success	
			1-2 years	3-4 years
<b>S4. Model excellence in the generation and use of diversity and inclusion data</b> by supporting, advising and improving data collection methods and the use of existing sources across government through effective collaboration and training	<p>No new actions for this year</p>			

## Expert & Valued

GSR supports all members to maximise their personal impact, achieve their individual potential and experience a fulfilling career

By ensuring members are at the forefront of new methodological developments and are equipped with the skills and experience necessary to be effective social scientists, and by providing access to opportunities to be effective in current and/or future roles and grades across the Civil Service



Expert & Valued

This priority links to the **GSR D&I Strategy priority of 'Retaining and embedding an inclusive culture'** which includes progression pathways, developing with the needs of the profession, equal opportunities – more information can be found in the [GSR D&I Strategy and Delivery Plan](#).

Objectives	Actions	Time	Indicators of success	
			1-2 years	3-4 years
<b>S5. Develop skills and experience</b> through professional development opportunities, both internal and external, to enable all GSR members the skills necessary to be effective and innovative, and be at the cutting-edge of their profession	a. <b>NEW ACTION:</b> Identify and develop resources to identify, support and facilitate the professional and skill development offer for all analysts in the social and behavioural community across the UK (e.g. methods, data science, management skills, interpretation, behavioural science, confidence to influence/demonstrate benefit of work, educating others, accredited courses, leading multidisciplinary teams etc)  <b>Delivered by:</b> - GSR Engagement Working group	Apr-Dec	Clear and available offer with a high uptake and satisfaction from across social and behavioural community across all regions	High job satisfaction and retention of social and behavioural analysts
	c. <b>NEW ACTION:</b> Explore options for career opportunity models such as academic placements and private sector secondments, as well as moves into non-analytical roles  * Need to engage with Analysis Function L&D team <b>Delivered by:</b> - GSR working group	Apr-Dec	Clear outline of potential opportunities for the profession	Successful implementation of models with positive outcomes recorded



Objectives	Actions	Time	Indicators of success	
			1-2 years	3-4 years
<b>S6. Empower members to achieve a fulfilling career</b> by ensuring relevant career related support and guidance is accessible and professional communities of practice are available to facilitate individual potential within grade/role or through promotion	c. <b>NEW ACTION</b> : Update GSR governance – refresh GSR Code  <b>Delivered by:</b> - GSR working group	Apr-Jul	Fit for purpose governance is available for all members	All members are able to apply governance to achieve their own development goals
	d. CONTINUED ACTION: Complete GSR skills audit to include review and promotion of AF online skills tool  This will look to pilot the AF online skills tool to allow evaluation and a decision as to whether to progress further with it <b>Delivered by:</b> - GESR	Mar-Aug		
	e. CONTINUED ACTION: Review assessments: Development of online test  <b>Delivered by:</b> – GESR Team & Existing Working Group	Mar-Sep		
	g. <b>NEW ACTION</b> : Update GSR governance – CPD guidance <b>Delivered by:</b> - GSR working group	Jul-Dec	Fit for purpose governance is available for all members	All members are able to apply governance to achieve their own development goals

Objectives	Actions	Time	Indicators of success	
			1-2 years	3-4 years
<p><b>S7. Embed a learning culture</b> so that identification of career aspirations and continuing professional development are at the forefront of goals for all members, and achievements are understood, recognised and championed by default to ensure the best social and behavioural scientists are retained in government</p>	<p>No actions this year – although GSR Bitesize programme will continue to engage and share learning; this may include development of communities of practice</p> <p><b>Delivered by:</b> GESR Team</p>			

Objectives	Actions	Time	Indicators of success	
			1-2 years	3-4 years
<p><b>S8. Confident and capable leading inclusive research</b> by promoting and developing inclusive research skills and being the leading voice in providing advice and guidance on D&amp;I data collection and analysis across government</p>	<p>c. <b>NEW ACTION</b>: Develop inclusive research training for GSR members and the wider analytical community Link to D&amp;I objectives in the main strategy plus any relevant work from the GSR D&amp;I Strategy</p> <p><b>Delivered by:</b></p> <ul style="list-style-type: none"> <li>- GSR working group</li> </ul>	Apr-Dec	<p>GSR members feel confident and competent to be the experts in D&amp;I data generation and use</p>	

## Diverse & Inclusive

GSR is as diverse in our profile and perspectives as the society we serve, across all levels of the profession, through our culture and the careers we offer

To have a diverse membership and culture that is positive for all, where members are supported, developed, respected and appreciated for their unique characteristics and who feel proud to be part of the social research community. This will be achieved through attracting a diverse workforce, ensuring fair selection, and embedding and retaining an inclusive culture. It will be demonstrated and monitored through accurate data and metrics



Below is a summary of the overarching priorities for the GSR D&I Strategy during Year 2.

Objectives	Overview of Actions	Indicators of success
<p><b>Attracting a diverse profession:</b> GSR has a diverse and inclusive population (in the first instance this will prioritise increasing ethnic minority and increasing lower socio-economic representation)</p>	<p>Outreach Develop a monitoring and evaluation process for our outreach.</p> <p>External partnerships • Consider opportunities to improve visibility of GSR to potential pipeline of graduates and career changers. • Support/consult with central strategies stakeholder group to diversify academic engagement and encourage diversity of thought.</p> <p>Entry Routes – Group to support conversation on mainstream and experience routes</p>	<p>Visited schools targeted on their D&amp;I characteristics and growth in our ambassador base.</p> <p>Developed shared activity to improve visibility of GSR, leading to improved diversity of candidates.</p> <p>Trailed options for the mainstream route and considered options on the experience route.</p>
<p><b>Inclusive and fair recruitment and selection:</b> There is no discrimination within GSR's selection and assessment processes</p>	<p>Working closely with the recruitment team to monitor and investigate recruitment data in a robust manner.</p>	<p>D&amp;I Recruitment information is clear, captured simply and stored robustly.</p>
<p><b>Embedding and retaining an inclusive culture:</b> There is an inclusive and supportive culture within GSR, where all members have the opportunity to develop their career</p>	<p>Review accessibility of current training and development opportunities available to GSR members.</p> <p>Identify gaps and opportunities to develop new programmes, or better publicise existing opportunities.</p>	<p>Training and development opportunities delivered by the GSR are accessible, and meet development needs of membership.</p>
<p><b>Accurate monitoring of GSR data:</b> Accurate and timely data with which to monitor and prioritise D&amp;I interventions within GSR</p>	<p>Disseminate data collected in year 1.</p> <p>Determine long term data collection method.</p>	<p>D&amp;I information is clear, captured simply and is stored robustly</p>

The delivery plan will be reviewed and updated annually alongside the annual strategy reporting process.