

GSR Strategy Year 3 Delivery Plan – Fact sheet

Strategic Objective	New Actions	Actions carried from Year 2
S1. Maintain and promote stakeholder engagement both internally and externally	Identify and embed professional membership of research associations [HoPs and GESR]	
S2. Influence and collaborate	Conduct horizon scanning to identify future engagement opportunities [New Working Group to be recruited]	Champion the profession and ensure GSR is 'at the table' [SWG7]
S3. Be at the heart of decision-making	Identifying and reaching out to social and behavioural communities [HoPs and GESR]	Explore the feasibility of appointing GSR Champion(s) cross-government [SWG7]
S4. Model excellence in the generation and use of D&I data	Identify and support the development of D&I research leads in departments to provide advice and expertise [HoPs and GESR]	
S5. Develop skills and experience	New Working Group QA Review	<ul style="list-style-type: none"> • Identify and develop BI resources [SWG8] • New working group on BI needs • Explore options for career opportunity models [SWG9]
S6. Empower members to achieve a fulfilling career	Facilitate career progression above G7 up to Director level [HoPs and GESR + New Working Group]	<ul style="list-style-type: none"> • Update GSR governance – refresh GSR Code [SWG10] New Working Group to finalise Code • Review assessments: Development of online test [SWG5 and SWG10]
S7. Embed a learning culture	Improve awareness and collaboration with analysts and policy colleagues through relevant workshops within and across departments [HoPs and GESR]	Develop the GSR 'community' through events [GESR and Conference Working Group]
S8. Confident and capable leading inclusive research		Develop online tool the complement the inclusive research guidance [SWG11]
DI1. Attracting a diverse profession	<ul style="list-style-type: none"> • Framework for outreach programmes [D&I Outreach WG] • Graduate perceptions of GSR [GESR (external agency)] • Focus on Apprenticeship [HoPs and GESR] 	
DI2. Inclusive and fair recruitment and selection	<ul style="list-style-type: none"> • Operationalise 2.2 degree requirement change • Explore experiential route [D&I WG2] • Consider acting on language barriers in recruitment [GESR] 	
DI3. Embedding and retaining an inclusive culture	<ul style="list-style-type: none"> • Assign GSR D&I contact in departments [HoPs] • Central GSR induction pack [GESR] 	<ul style="list-style-type: none"> • Work on D&I Communities of practice • D&I considered in central GSR guidance • Consider secondment opportunities • Collect data on progression [HoPs and GESR]
DI4. Accurate monitoring of GSR data	<ul style="list-style-type: none"> • Baseline survey results published on members website [GESR] • Monitor D&I data of members and applicants [GESR] • Development of GSR Membership Survey Report [GESR] 	



Government
Social Research

Government Social Research Strategy 2021-2025:

Social Research In and For Government

Impactful & Influential

Expert & Valued

Diverse & Inclusive

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Year 3 Delivery Plan

Welcome to the *Government Social Research Strategy 2021-2025: Social Research In and For Government* **Year 3 Delivery Plan**. This document sets out our plan to implement and deliver on the priorities for GSR over the third year of our strategy (from Mar/Apr 2023 to December 2023). The delivery plan is based on the GSR Strategy and the GSR D&I Strategy. It 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

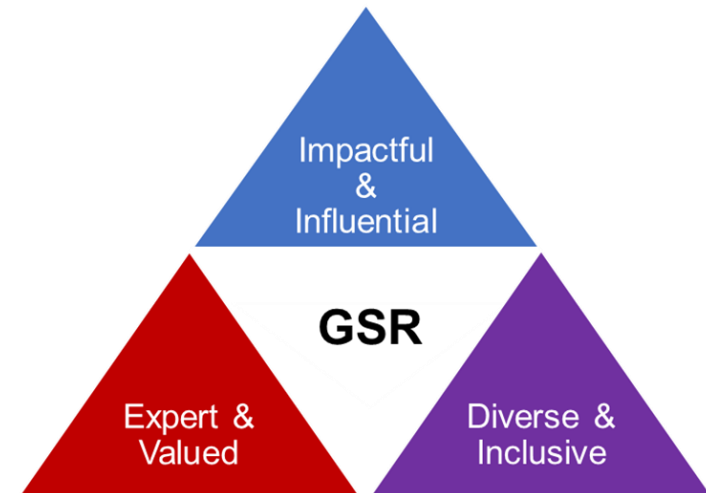
Our Mission

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



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 from Strategy	
			1-2 years	3-4 years
<p>S1. Maintain and promote stakeholder engagement 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>c NEW ACTION FOR YEAR 3: Identify and embed professional membership of research associations to improve engagement and collaboration</p> <p>Delivered by:</p> <ul style="list-style-type: none"> - GSR HoPs - GESR 	Apr-Dec		GSR members are clear on the process of how they can join external associations There is increased membership and engagement from GSR with external associations
<p>S2. Influence and collaborate with analytical, strategy, policy and delivery colleagues, ensuring analytical insight about people, society, resources and spending are at the forefront of the consideration of core issues facing government (e.g. Green recovery, Covid-19, UK post transition).</p>	<p>c ACTION CARRIED FROM YEAR 2: 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>Delivered by:</p> <ul style="list-style-type: none"> - GSR Strategy Working Group 7 – will also cover S3b regarding identifying Champion roles required 	Ongoing	Champions feel supported and clear on their roles	Champions are well known and approached for advice and opinions
	<p>d NEW ACTION FOR YEAR 3: Conduct horizon scanning to identify future engagement opportunities that would benefit from GSR involvement</p> <p>Delivered by:</p> <ul style="list-style-type: none"> - New GSR Working Group to be recruited 	Apr-Dec	Senior leaders will be able to access the expertise they require	Social and Behavioural community will be at the forefront of core issues

Objectives	Actions	Time	Indicators of success from Strategy	
			1-2 years	3-4 years
<p>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>	<p>b ACTION CARRIED FROM YEAR 2: Explore the feasibility of appointing GSR Champion(s) cross-government</p> <p>Delivered by:</p> <ul style="list-style-type: none"> - GSR Working Group 7 – will also cover S2c regarding the broader champion roles of all members 	Ongoing	GSR positive reputation and purpose is known across government	
	<p>e NEW ACTION FOR YEAR 3: Develop the work of action 2b (increase collaboration with allied disciplines to bring collective impact and influence to government issues) by identifying and reaching out to social and behavioural communities across government and building relationships to facilitate collaboration and inclusivity – to include involvement in networks and inviting to relevant communities of practice (linked to action 5a)</p> <p>Delivered by:</p> <ul style="list-style-type: none"> - GSR HoPs - GESR Team 	Apr-Dec	Broader community of expertise is available to senior leaders via a common route	An inclusive and diverse profession representing the social and behavioural community
<p>S4. Model excellence in the generation and use of diversity and inclusion data by supporting, advising and improving data collection methods and the use of existing sources across government through effective collaboration and training</p>	<p>b NEW ACTION FOR YEAR 3: Identify and support the development of D&I research leads in departments to provide advice and expertise</p> <p>Engage with Analysis Function D&I strategy; GSR D&I strategy; departmental D&I groups</p> <p>Delivered by:</p> <ul style="list-style-type: none"> - GSR HoPs - GESR Team 	Apr-Dec	Increased uptake of opportunities	Regular uptake of opportunities with positive outcomes and feedback received

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 from Strategy	
			1-2 years	3-4 years
S5. Develop skills and experience 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 ACTION CARRIED FROM YEAR 2: 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) Delivered by: - GSR Working Group 8	Ongoing	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 ACTION CARRIED FROM YEAR 2: 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 Delivered by: - GSR Strategy Working Group 9	Ongoing	Clear outline of potential opportunities for the profession	Successful implementation of models with positive outcomes recorded
	NEW ACTION FOR YEAR 3: Review of QA guidance and prepare central GSR guidelines Delivered by: New Working Group to be recruited	Apr-Dec		

Objectives	Actions	Time	Indicators of success from Strategy	
			1-2 years	3-4 years
S6. Empower members to achieve a fulfilling career 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 ACTION CARRIED FROM YEAR 2: Update GSR governance – refresh GSR Code Delivered by: - GSR Working Group 10 and new Working Group to help finalising the Code	Ongoing	Fit for purpose governance is available for all members	All members are able to apply governance to achieve their own development goals
	e ACTION CARRIED FROM YEAR 2: Review assessments: Development of online test Delivered by: GESR Team & Strategy Working Groups 5 and 10	Ongoing		
	NEW ACTION FOR YEAR 3: Facilitate career progression above G7 up to Director level Delivered by: GESR Team & HoPs + New Working Group	Apr-Dec		
S7. Embed a learning culture 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	a ACTION CARRIED FROM YEAR 2: Develop the GSR ‘community’ through a programme of shared seminars/events, activities, informal support & engagement, communities of practice that reflect the breadth of disciplines within the social and behavioural community Delivered by: GESR Team and Conference Working Group	Ongoing	Community feedback acknowledges the effectiveness of regular series of engagement opportunities for members across the country in facilitating rewarding careers	Progress is recognised by GSR members and is reflected in career paths and development journeys, manifest in career progression data
	c NEW ACTION FOR YEAR 3 Improve awareness and collaboration with analysts and policy colleagues through relevant workshops within and across departments * Engage with Analysis function L&D team Delivered by: GSR HoPs GESR Team	Apr-Dec	Clear understanding of what GSR is across government	Policy and analytical colleagues are aware of and understand the importance of social research, design and interventions across government

Objectives	Actions	Time	Indicators of success from Strategy	
			1-2 years	3-4 years
<p>S8. Confident and capable leading inclusive research by promoting and developing inclusive research skills and being the leading voice in providing advice and guidance on D&I data collection and analysis across government</p>	<p>c ACTION CARRIED FROM YEAR 2: Develop inclusive research training for GSR members and the wider analytical community Link to D&I objectives in the main strategy plus any relevant work from the GSR D&I Strategy</p> <p>Delivered by:</p> <ul style="list-style-type: none"> - GSR Strategy Working Group 11 	Ongoing	GSR members feel confident and competent to be the experts in D&I data generation and use	

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 3.

Objectives	Overview of Actions	Indicators of success from Strategy
<p>Attracting a diverse profession: DI1. GSR is visible and attractive as a viable career option for school and university leavers, and those in professional practice.</p>	<p>New Actions for Year 3:</p> <p>Continue to develop a co-ordinated framework for cross government and cross-profession outreach programmes Analysis of surveys relating to current central GSR outreach identifying what works and where gaps exist</p> <p>Delivered by D&I Outreach/M&E WG</p> <p>New Actions for Year 3:</p> <ul style="list-style-type: none"> Commission external agency to deliver graduate perceptions of GSR profession with a view to attracting diverse candidates. (funded through the D&I Action Fund) <p>Delivered by GESR</p> <p>New Actions for Year 3:</p> <p>Focus on apprenticeship, ensuring the scheme is successfully delivered, monitored, and evaluated</p> <p>Delivered by GESR and HoPs</p>	<p>Outreach activities across all regions of the UK with a focus on institutions and areas of high ethnic minority and socio-economic diversity.</p> <p>Visibility of GSR in cross-government networks and other professions</p> <p>Ambassadors feel fully supported through relevant materials and guidance provided</p> <p>Increased applicants from diverse candidate pool from a wide range of universities.</p> <p>GSR Apprenticeship scheme is fully operational</p>
<p>Attracting a diverse profession: DI2. GSR explores alternative entry mechanisms to understand how other entry routes can be used to increase</p>	<p>New action for Year 3</p> <ul style="list-style-type: none"> Exploration of experiential route (non-social research degree holders) <p>Delivered by D&I Working Group 2 with support of GESR</p>	<p>GSR (fully) understands where and how the recruitment process may have an adverse impact on candidates</p> <p>Increased proportion of:</p>

Objectives	Overview of Actions	Indicators of success from Strategy
the attraction of the profession and provide greater opportunity to a broader range of potential applicants within our society.		<ul style="list-style-type: none"> Ethnically diverse applicants Candidates from lower socio-economic backgrounds.
<p>Inclusive and fair recruitment and selection:</p> <p>DI3. GSR identifies and overcomes possible sources of bias and discrimination by reviewing current selection and recruitment materials and processes to check for the presence of any unfairness, with a particular focus on those from ethnic minority groups and those from lower socio-economic backgrounds, with the aim to ensure all assessments are fair and provide an equal opportunity for success irrespective of background.</p>	<p>New Actions for Year 3:</p> <ul style="list-style-type: none"> Full operationalisation of 2:2 entry requirement to the Social Research Scheme (Main Stream), and begin gathering data to aid learning and to assess any potential ongoing actions. <p>Delivered by GESR Operations with support from D&I Working Group 2</p>	<p>GSR (fully) understands where and how the recruitment process may have an adverse impact on candidates</p> <p>Increased proportion of:</p> <ul style="list-style-type: none"> Ethnically diverse applicants Candidates from lower socio-economic backgrounds.
<p>Inclusive and fair recruitment and selection:</p> <p>DI4. GSR selection guidance and processes are clear and transparent to ensure all GSR members are suitably supported and able to implement any changes to GSR assessments and assessment processes.</p>	<p>New Actions for Year 3:</p> <ul style="list-style-type: none"> Following review and recommendations by D&I WG 3, active consideration and potential role out of language on recruitment Following review and recommendations on job profile design, active consideration and potential role out of language to promote consistency <p>Review current GSR assessments taking into account elements of the outcomes of DI2, DI4 and S3c; identify any possible changes</p> <p>Delivered by GESR</p>	<p>The widespread use of best practice and tools when recruiting across all GSR grades and routes (revisiting discussions with recruiters centrally and locally on using GSR application processes and tools)</p> <p>Assessments that are fair and provide an equal success rate irrespective of ethnicity and/or socioeconomic status</p> <p>Increased proportion of diverse candidates successfully progressing through recruitment sifts and interviews.</p>
<p>Embedding and retaining an inclusive culture:</p> <p>DI5. GSR supports all members to play their part in creating and embedding an inclusive culture and achieving their potential</p>	<p>New Action for Year 3:</p> <p>Assign a specific GSR D&I contact within Departments to help with communicating and liaising with other department contacts for the profession and ensure those from disadvantaged groups are suitably supported.</p>	<p>D&I activities are understood by departments</p> <p>D&I activities are embedded and implemented throughout depts</p>

Objectives	Overview of Actions	Indicators of success from Strategy
<p>Embedding and retaining an inclusive culture:</p> <p>DI6. GSR provides accessible opportunities and inclusivity by establishing comprehensive development opportunities and progression pathways across all stages of career and levels within the profession.</p>	<p>Delivered by GSR HoPs</p> <p>Actions carried from Year 2</p> <ul style="list-style-type: none"> The D&I communities of practice membership will be refreshed to ensure the majority of departments are captured. The group will also be asked to develop specific initiatives to support those from underrepresented groups. Ensure D&I is considered when creating central GSR guidance, such as badging guidance. Support broader strategy work to consider secondment opportunities and reverse mentoring to help members better understand opportunities across government and increase transparency of career paths. Increase advertisement of the opportunity to share work through blogs, newsletters, and events, to ensure the opportunity is open to all. Collect data on progression of members through the new GSR website. <p>Build collaborative relationships with Analysis Function to ensure GSR has cross government opportunities for all members</p> <p>Delivered by HOPs and GESR</p>	<p>Successful capture of departments recorded and introduced initiatives evaluated and logged.</p> <p>Guidance will be evaluated against an agreed set of standards, possibly by creating a local policy document. Scope opportunities available and record outcomes relating to D&I outcomes of those offered/completing opportunities.</p> <p>Ethnic minority and lower socio-economic group participation in development schemes at least equals representation within GSR</p> <p>GSR members feel confident in conducting inclusive research</p>
<p>Embedding and retaining an inclusive culture:</p> <p>DI7. GSR knows what factors influence retention in order to more accurately develop the profession in line with members' needs, leading to positive retention of skills, knowledge and experience.</p>	<p>New Actions for Year 3:</p> <ul style="list-style-type: none"> To complement departmental induction, develop an induction pack for new GSR members, exploring the possibility of implementing different delivery methods. <i>Design longitudinal research to understand retention: create an engagement survey for the profession to explore and monitor retention behaviours/attitudes; researching line manager role in retention</i> (from Year 1 Delivery Plan). In terms of actions, we will review the 2023 GSR Membership Statistical Report as a baseline and will plan year 4 work on retention when we have time series across two MSRs. We will then explore issues around retention. <p>Delivered by GESR</p>	<p>GSR know why people decide to leave the profession</p> <p>All GSR members feel supported and choose to remain in the profession</p>

Objectives	Overview of Actions	Indicators of success from Strategy
<p>Accurate monitoring of GSR data:</p> <p>DI8. GSR knows where existing GSR D&I data are and how to access them through collaboration and cooperation with the central Government Economics and Social Research (GESR) Team, Analysis Function, and Civil Service data sources, contributing to improving data collection methods and use of existing sources.</p>	<p>New Actions for Year 3:</p> <p>Baseline Survey results to be published on GSR members website. Data on the individual characteristics of members is now collated through the GSR website registration process. See below for proposed actions,</p> <p>Delivered by GESR</p>	<p>Reviewed data demonstrates greater diversity of membership and transparency</p>
<p>Accurate monitoring of GSR data:</p> <p>DI9. GSR has an effective and accurate process to monitor D&I related data allowing this information to be used by the GSR Strategy Board, in management information within GESR, and to monitor progress against the strategic priorities.</p>	<p>New Actions for Year 3:</p> <ul style="list-style-type: none"> • Develop and implement a programme for monitoring D&I data of members and applicants in line with GDPR requirements. This will be done through collecting data from the new GSR member website registrations to produce a full GSR Membership Statistical Report. • <i>Develop indicators of success during the first year by drawing on expert advice to identify meaningful targets and measures of progress for future years and beyond (from Year 1 Delivery Plan).</i> There has been progress on this action, and we developed benchmarks to be used for monitor and evaluation. We will thus refine and use benchmarks to help us evaluate our recruitment campaigns <p>Delivered by GESR</p>	<p>GSR will know the diversity profile of members</p> <p>GSR will know if any other potential discriminatory trends emerge, and will be able to provide annual evidence for improvements in ethnic minority and socio-economic progression and representation within the profession</p>

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