



Government  
**CAMPUS**

# Delivering an evidence-based and impact led Government Campus

Evaluation Strategy  
Implementation Update  
July 2023



The Government Campus was set up in 2020 to drive up capability across Government in an evidence-based and impact-led way. The Campus enables all civil servants, from entry to most senior leadership, to develop the core and specialist knowledge, skills and networks they need to develop their careers, deliver great public services, and address complex systemic challenges, now and in the future.



We published our **Evaluation Strategy** in October 2021 and immediately started preparing the ground for the ambitious programme of analytical work this laid out. Implementation formally started in financial year 2022/23, and the purpose of this document is to update you on the progress made and our future plans.

[Read the full evaluation strategy](#)

# Area 1

## Evaluation of the Government Campus

Our evaluation of the Government Campus is enabled by a theory of change which we developed in the early stages of our development and regularly review. At this stage in the development of Campus – aligned with our theory of change – we are mainly interested in the implementation of the Campus and the early outcomes which can tell us our work is heading in the right direction for the impact we want to have.

- We have delivered against many of our early output metrics, such as establishing a curriculum; initiating work to improve the physical and digital learning and development infrastructure; reviewing the available interventions to ensure they are aligned to Government capability needs, and of the optimal quality, reducing duplication and developing new interventions to fill curriculum gaps.
- A key focus at this stage of our theory of change is learners' and line managers' awareness of the Campus, and its usability. We continue to gather data and insights on this topic, and are already responding to emerging monitoring data by producing new communications and platforms to make it even easier for learners to navigate and interpret the curriculum.
- We are leading a significant digital project to create a cross-Government skills portal, which will enable us to assess changes in capability and

the contribution of the Campus relative to other interventions. This project is entering the procurement stage.

- We gather a wide range of data on leadership and management development schemes; induction; early career civil service applicants and entrants, and their career development routes; and data on other learning and development interventions. We are now in a position to start to use this data to test how the Campus acts as an enabler for different types of careers and development trajectories.

We have been working closely with the Modernisation and Reform team and our colleagues in the Government People Group on aligning monitoring and evaluation work against key KPIs relevant to our most business-critical shared priorities.

# Area 2

## Evaluation of specific learning, development and capability interventions offered as part of the Campus

This is the area where we have devoted most of our efforts, responding to clear messages from all of you that you wanted us to take the lead in developing a clearer and stronger evidence base on what interventions work for developing key capabilities, for our colleagues, in our context, and why.

- In the **Leadership College for Government** we have initiated robust evaluations of the leadership development programmes which act as a strategic driver for systems leadership right across Government. For the first time, we are using quasi-experimental, pre-post designs based on validated, evidence-based measurement tools to understand the difference these programmes make. We are combining this with in-depth, robust analysis of qualitative data to understand what the drivers for impact are in these programmes, and where further improvements could be made.
- We have contributed to the actionable evidence base on developing public sector systems leadership by publishing the final evaluation report on the **National Leadership Centre**, a three year intervention which brought together the most senior leaders across a range of public services to tackle complex challenges – including the Covid-19 pandemic – together. We are now taking this evidence forward into our wider portfolio of work.
- We are working to apply new **Line Management** standards into evaluation methods to assess the suitability and impact of the whole suite of interventions we offer to new and developing line managers. We expect this evaluation to go live later this calendar year once those new standards are finalised - a good example of how we prioritise the right analysis at the right times to ensure it has maximum utility in Government decision-making.



## Area 2 (continued)

- Being able to **write well** is fundamental to efficient work in Government – advising, briefing and drafting. We have conducted small scale evaluations of new interventions to better equip civil servants with great writing skills. We are now scaling this up into a substantial evaluation to build a clear, evidence-based understanding of what interventions are best used in what combinations, with what contextual support, to enable teams, business units and whole departments and professions to make progress in this area.
- We are collaborating with colleagues in the **Digital and Data** profession and the Modernisation and Reform Unit to co-develop evaluation approaches for innovative approaches to building the foundational digital and data skills for all civil servants. This is a fast moving area and our specialist input is supporting rapid decision making on the right analytical solutions to underpin this strategically critical area of work.
- **Induction** and **mandatory learning** have a crucial impact on colleagues' early months in new roles, and are delivered at a scale where we have to be confident they represent the best possible use of colleagues' time. By embedding pre/post knowledge and skills testing into pilots of new mandatory learning offers we were able to ensure they were optimised before wider roll out. By collecting detailed data on participants' engagements with civil service induction we continue to refine the offer to best meet colleagues' needs.
- The Civil Service **Fast Stream** is evolving and in parallel with that we are developing a rigorous programme of evaluation to assess the impact of the reformed Fast Stream and ensure its delivery model is optimised. We will build on insights gained from our current substantial pipeline of analysis and evaluation of the Fast Stream, which has included research into recruitment, on-scheme delivery, the curriculum and outcomes.
- We continue to build a data-rich approach to civil service **apprenticeships** and are exploring ways that we can continue to use this data creatively to answer strategically important questions.



The graphic features a woman sitting on a blue mat on the floor, working on a laptop. The laptop screen displays the text: "The ability to write clearly and concisely is one of the most important skills in government." The background is a bright blue gradient. The Government CAMPUS logo is in the top left corner. The text "Writing skills" is prominently displayed in the center. Below this, there is a white box containing text about the "Advance Your Writing in Government" course, including a "Register" section and a "go to the booking form >>" button. In the bottom right corner, there is an illustration of a person sitting at a desk with a computer monitor, keyboard, and mouse, with a potted plant next to them.

Government CAMPUS

### Writing skills

**Advance Your Writing in Government**

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This new online course is being provided by our external supplier after being developed and delivered successfully in partnership with the Department for Education. The course has been developed further and tailored for use by teams and individuals across the government over a period of four weeks as part of the Government Campus Offer. Building on foundation skills, the course helps teams to focus on effective writing in government.

Allowing participants to learn flexibly, the course provides useful techniques and practical exercises around writing clearly and concisely, structuring your writing and writing with purpose. Teams can work from their own templates and style guides. Live workshops facilitated by Apolitical are included for group bookings.

**Register**

The **Advance Your Writing in Government** course is delivered online and contains around 6 hours of learning.

Please contact [Keri.Landau@apolitical.co](mailto:Keri.Landau@apolitical.co) or [Freddie.Price@apolitical.co](mailto:Freddie.Price@apolitical.co) for an initial chat about how the course could work for your team. The course can be booked for individuals or for groups of up to 80 or 150 people. Both group bookings include two live workshops.

[go to the booking form >>](#)

# Area 3

## Enabling projects

We can't deliver purposeful, robust and proportionate analysis and evaluation without the right operating model to support it. We have been busy building a range of creative ways that we can deliver top quality analysis in the most efficient and flexible ways possible.

- Over the last eighteen months we have been building a small, expert team of analysts embedded within our main design and delivery teams to translate our evaluation strategy into operational reality. We play an active role in the Cabinet Office analytical function and the Occupational Psychology profession to ensure we're reflecting current policy and best practice in everything we do, and that we're contributing our expertise and insights to enable brilliant analysis right across Cabinet Office.
- Our networks of expert, academic advice go from strength to strength. The Research Evidence and Impact Panel (REIP) supporting the Leadership College for Government has demonstrated how collaboration between Government and academic researchers can be a win-win. Panel members have responded swiftly and purposefully to our calls for evidence and peer review on evaluation methods, and in turn we have been able to offer clear direction on the evidence needs of government, and provided opportunities to trial and validate measures for use in our context. Our next focus is taking forward the lessons learned from this valuable collaboration model across all our Campus work areas.
- We are working in partnership with our external commercial partners for learning and development to pilot robust, innovative evaluation and analytics approaches. This has included negotiating a substantial new investment in evaluation of capability interventions at no additional cost to Government. As we procure new framework contracts for the Campus we have created a specific, expert workstream to develop commercial models which best address our evaluation strategy and data needs.
- We have built strong partnerships with other analytical teams in Cabinet Office to support our evaluation work, including with other analytical teams in the Government People Group and close relationships with the Evaluation Taskforce to ensure our work remains fully aligned to emergent Government strategy on evaluation.

# Where next?

We were always clear that implementing our evaluation strategy was a long-term commitment to deep culture change and a shift to evidence based practice. We are currently focusing on the changes we can implement and catalyse within the period to the next spending review. Our priorities include:

1. Taking forward the findings and methodological lessons learned from the evaluations recently completed or underway, to ensure they have a clear influence on the work of the Campus and our future evaluation activity.
2. Scoping and implementing further evaluations and evidence reviews linked to high priority areas of Campus activity.
3. Scaling up our work on assessing the implementation and impact of the Government Campus as an integrated intervention.
4. Delivering an innovative, efficient new data and evaluation model with our external suppliers of learning and development interventions, ensuring a smooth transition and its successful implementation.
5. Continue to enable robust, purposeful evaluation by building capacity and capability within the team; ensuring we have an efficient and effective delivery model; building out our networks of external expertise and our porosity with the wider research community; and continuing to build strong partnerships with stakeholders across Government, delivering on shared commitments together.
6. Hosting an ESRC-funded Behavioural Science Fellow to support an evidence-based approach to building behavioural science capability across Government, and embedding behavioural science thinking and methods in our work.

