



# Policy Fellowships Programme

Bringing research and policy face to face

**Centre for Science and Policy**

**Report on the Policy Fellowships Programme, 2011-12**

**July 2012**

The **Centre for Science and Policy** (CSaP) provides a unique pathway between academic research and public policy. By enabling a neutral forum for debate and discussion, CSaP is changing the way that researchers in the sciences and engineering interact with policy makers in government and industry.

Our flagship **Policy Fellowships Programme** brings decision makers from the policy world to the University as the basis for developing useful and lasting connections with researchers. Each Fellow is appointed for two years, and starts his or her Fellowship with an intensive residential week of one-to-one meetings with relevant researchers. Fellows return to the University during their two-year tenure to take part in the Centre's events, and have the opportunity to give lectures, convene groups of researchers for specific discussions, and develop research agendas. The Programme has been welcomed in academia as a highly effective pathway to impact, and in government and industry as an extraordinarily efficient form of executive education.

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Cambridge University's Policy Fellowships Programme is an excellent initiative, bringing together senior policy makers and academics to help generate new policy responses to complex social and economic challenges.

Good policy making requires access to the best evidence base. Cambridge University Policy Fellows act as a bridge between the public sector and cutting edge research, helping to translate scientific insights into the heart of the policy making process.

”

*Sir Jeremy Heywood, Cabinet Secretary*

## Foreword

### Dr David Cleevely FEng, Founding Director, Centre for Science and Policy



David Cleevely (left) with Lord Sainsbury

**At the very beginning of the development of the Centre for Science and Policy, during our extensive consultations in government, we were challenged in a typically robust way by one Permanent Secretary: “What is the question,” she asked, “to which CSaP is the answer?”**

In response, we pointed to a report published the previous year by the UK Prime Minister’s Council for Science and Technology (CST) on *How academia and government can work together*. While recognising how much had been achieved by appointing Chief Scientific Advisers and by the commitment to evidence-based policy, the report highlighted the need for more professional working relationships between academics and policy makers. Both sides, it argued, needed to “better appreciate the constraints that each is operating under”, build an “open dialogue”, and find ways of “valuing the relationship based on beneficial outcomes”. Creative solutions were needed, promoting the development of mutual trust and understanding.

Since its formal launch in July 2011, the Policy Fellowships Programme has spearheaded CSaP’s response to this challenge, by bringing policy professionals to Cambridge for intensive periods of one-on-one meetings, tailored to address each Fellow’s unique questions. Feedback from the participants on both sides highlights what actually happens when we bring two professionals face to face – the growth of trust, respect and understanding in both directions.

But that’s only the beginning. Being a member of the Fellowship gives policy makers ongoing access to our network, both the researchers and other policy professionals in government and industry. It’s been fascinating to see all the ways the Fellows have chosen to use this opportunity – whether it’s coming back for more, convening expert workshops, giving lectures, designing collaborative research, spreading the word through professional development, or inviting researchers to deliver their messages at the highest level in government.

We were delighted that the Government Office for Science singled out the Policy Fellowships in its review of progress following the CST report. But we don’t intend to stop there. In the second year of the programme, as well as continuing to elect new Fellows in the core scheme, we plan to build on its success through new offerings for both more junior and the most senior policy professionals, and by extending its reach beyond Cambridge.

As well as recording what’s been achieved this year, therefore, it is our aim that this report will reach and encourage the Policy Fellows of future years.

David

# The Policy Fellowships Programme in 2011/12



**Policy Fellows come to Cambridge to break down silos, to be challenged by cross-disciplinary insights, and to discover new ways of thinking. Through one-to-one meetings tailored to address the questions posed by the policy makers, the programme creates connections between people who might otherwise never meet, providing them with the opportunity and support to develop meaningful interactions.**

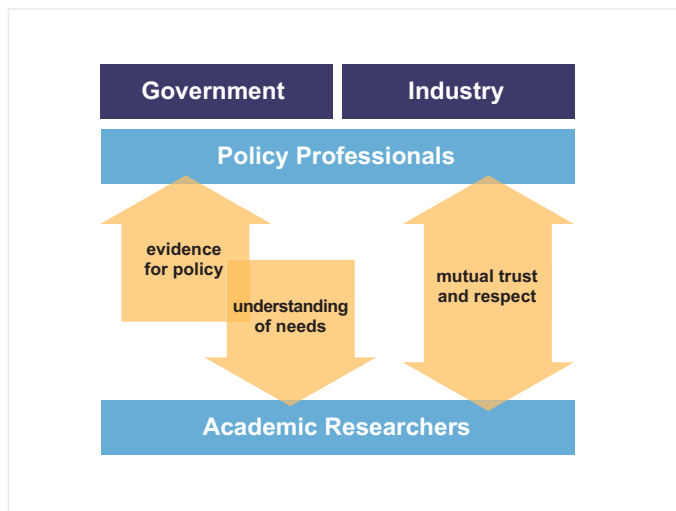
The Policy Fellowships Programme is based on a simple premise: that when two professionals sit down together to discuss questions of mutual interest, the gulf between “research” and “policy” is bridged, and ground-breaking discussions can begin.

The starting point is critical. Once we have elected a Fellow – typically a Director or Deputy Director from Whitehall, or equivalent from Brussels, or a senior decision maker in business – we provide a blank sheet of paper and ask for the questions that keep them awake at night. Our only stipulation is that these should be questions that are capable, in principle at least, of being answered by research.

Thanks to the network of researchers which the Centre can convene, we can provide a starting point for asking the most difficult questions – some examples of which are shown below. Although, as this brief list shows, the questions which the Fellows bring to us vary enormously, a common objective underlies them all: to gain new insights and perspectives, and to refresh thinking, on the core challenges which they face.

- How does innovation translate into economic growth?
- Can growth be green?
- How much energy is available in the natural environment?
- How do people reach decisions under conditions of uncertainty, and how do they measure risk?
- What are the cyber threats to critical infrastructure?
- What organisational models might improve our ability to reconcile central and local agendas?
- What is the evidence base for investment decisions for the preservation of biodiversity?
- How can we better understand and respond to pandemic disease and natural disasters?
- What is the evidence that evidence-based policy is better?

Of course it's far from simple to make this happen – you have to be able to identify the right questions and the right people, and you have to command the convening power to bring them together. But what happens when it works is a classic case of preparation meeting opportunity, with quite remarkable results.



# Policy Fellowship Process and Outcomes

## CSaP provides:

- Navigation of research landscape
- Access to all relevant departments and disciplines
- Tailored introductions and scheduling
- Expectation management
- Framework for exchange of ideas
- Follow-up and facilitation
- College accommodation for “the Cambridge experience”

define questions

residential week

regular reviews

follow-up visits

scheduled events

bespoke events

networking

## Policy Fellowship experience provides:

- A bridge across the research and policy gap
- Knowledge exchange with top experts
- Personal network building and professional development
- Access to invitation-only discussions
- Opportunities to convene targeted workshops
- Opportunities to lecture or lead seminars for graduate students
- Opportunities to develop collaborative research agendas
- Participation in Science and Policy Research programme

Because the Fellows set the questions, and because we then ask the most relevant researchers to opt in to meetings where they have things to say, we can be confident the meetings will be interesting and relevant. What we can't predict before the Fellow and the researcher meet, however, is where serendipity is going to strike most strongly.

We don't know which meetings will produce the most immediate outcomes or change most fundamentally the way a Fellow thinks about a problem. Sometimes connections can be dormant for a long time until the issue arises that may activate them – which is one reason why we elect Fellows for a two-year period and invite them back regularly for our networking events, as well as the workshops and other activities which we design specifically for them.

2011/12 has been a breakthrough year for the Policy Fellowship. A year ago, the pilot programme had proved that

the formula worked, but we didn't know then that we would generate such interest and reach so far into the heart of decision making in government and business. Looking forward, we see enormous opportunities to develop the programme further, by providing new ways for Fellows to interact, and by designing new offerings specifically for the most senior policy makers, and also for those at an early stage of their careers.

The case studies on the following pages set out in the Fellows' own words the benefits they have gained – knowledge, challenge, stimulation, prestige, personal development, access to networks and above all space to think in new ways. We are grateful to these and to all the other Fellows who have helped us to develop and improve the programme, and to all the researchers who have taken part; and also to Pembroke College for helping us to provide the true “Cambridge experience” for our visitors.

“

I was amazed to find  
that every single  
meeting was useful ...

”

*Chris Floyd, Business Development  
Director, Rolls-Royce plc*



# Chris Floyd

## Business Development Director, Rolls-Royce plc

**How should large multinationals work with governments and academia around the world? This was the core question I wanted to address when I decided to become a CSaP Policy Fellow.**

Rolls-Royce is a truly global company, selling products and services in over 150 countries, with manufacturing activities in 20 countries. But the degree to which we engage with local universities and governments varies significantly, and is not always optimal. Developing a framework and a set of guidelines for more effective globalisation, if it is possible at all, is not straightforward. The CSaP approach, of arranging a large number of meetings with a very diverse range of experts, seemed to me to be an extremely good way of getting insights to underpin a more thorough debate on the topic.

I approached my initial five days of meetings with some trepidation, and with an expectation that only a small proportion would really add value. In the event, I was amazed to find that every single meeting was useful. As an additional benefit, I also found that simply taking time out from the day job to converse, think and reflect was valuable in its own right.

As I expected, I met many experts, providing detailed knowledge of countries and their governments; insights into how others address the challenge of globalisation; theories on supply chain structures; understanding of international intellectual property law; ideas on new technologies; and so on. All of this provided a vast amount of raw material that will inform my company. But what I didn't expect were the additional insights and information that came from unexpected or chance encounters, and these proved as important, or even more so.

The University is a collection of individuals, and serendipity plays a big role in the development of ideas. Some of the people I met in corridors while going between meetings sparked off new lines of enquiry. Conversations that started on planned topics, and were simply reinforcing what I already knew, suddenly veered off into new territories. A meeting on technology topics led to an introduction to a key minister; a discussion about Brazil became a meeting about the Middle East; a meeting on supply chain structures turned into a debate about strategy development. I could go on.

Over the next two years, further conversations with the academics I have met will doubtless lead in turn to yet further introductions and new avenues to explore. I also look forward to more interaction with other Fellows, and to giving lectures at Judge Business School, playing my part in bringing my knowledge and experience to the University.

“

By acting as a bridge  
between policy making  
and academia, the  
programme is a catalyst  
for better policy making  
and a more effective  
public sector ...

”

*Rohan Silva, Senior Policy Adviser to the  
Prime Minister, Number 10 Policy Unit*



## **Rohan Silva**

### **Senior Policy Adviser to the Prime Minister, Number 10 Policy Unit**

**Over the past five years or so, I've been fortunate to be able to work with academics from across the world to develop new government policies, and try to ensure that we are plugged into the latest ideas and research.**

The Cambridge Policy Fellowships Programme has been a fantastic opportunity to deepen this engagement with academia, and to spend time with some of the world's leading thinkers. It's been hugely rewarding and productive to be able to discuss emerging research with Cambridge faculty members, and the Centre for Science and Policy has done a brilliant job of connecting me to academics across the University with expert insights on current policy challenges.

So far I've had three separate spells in Cambridge as part of the Policy Fellowship, during which time I've had discussions with academics across a wide number of research fields, such as enterprise policy, cyber security, regional growth policy, life sciences, manufacturing, biodiversity and education.

These discussions have had a direct impact on my policy work – both on projects already underway, as well as on upcoming areas of work. For example, insights from the team at the Cambridge University Computer Laboratory were fed directly into our work on the multi-billion pound smart meter rollout programme, while conversations with biotech researchers directly influenced the life sciences strategy that I was developing for the Prime Minister last year.

To state the obvious, effective policy does not emerge out of a vacuum – it is the result of a process of engagement with thinkers and ideas from a variety of sources. By acting as a bridge between policy making and academia, the Cambridge Policy Fellowships Programme is a catalyst for better policy making and a more effective public sector. Long may it continue!

“

The insights I've gained and connections I've made will be of lasting benefit ...

”

*Stephen Aldridge, Director for Analysis and Innovation, Department for Communities and Local Government*



# Stephen Aldridge

## Director for Analysis and Innovation, Department for Communities and Local Government

**The Policy Fellowships provide a truly unique opportunity for senior civil servants such as myself to engage with academics right across Cambridge University and with others working in institutions closely associated with it.**

As part of my Fellowship, I have had the opportunity to visit Cambridge twice (for three days at a time) for an intensive programme of meetings. Everyone I met was incredibly welcoming and enthusiastic about the programme, and determined to make it work for all involved. CSaP is quite brilliant at constructing a programme for each Fellow that addresses their particular interests and needs; in particular, the Centre has an uncanny knack of identifying people you would never have dreamt of wanting to meet from whom you'll learn a very great deal.

The Fellowship scheme has brought benefits of various kinds to me personally...

- Intellectual stimulation – the fact that all the meetings are one-to-ones is crucial to this.
- Tremendous networking opportunities (not only academics within the University, but also senior people within organisations closely affiliated with Cambridge, such as Microsoft and Rand).
- Fresh perspectives on things I'm interested in (such as insights from neuro-economics on human behaviour and attitudes to risk; the private sector on open-source innovation; communications science on social networks; or Jugaad innovation from India for the Big Society).

... and tangible benefits to my Department:

- Better access to the huge intellectual and knowledge resources in Cambridge – Whitehall underestimates the scale of these resources which are virtually on its doorstep.
- The participation of other members of the senior civil service in the programme, developing talent and building capability.
- The involvement of leading thinkers from the University in the work of the Department – both high-profile engagement (on issues such as behaviour change), and invaluable ad hoc discussions which wouldn't otherwise have taken place (on wellbeing, the internet of things, and innovative sources of finance for civil society).

The insights I've gained and connections I've made will be of lasting benefit. It's a superb programme – available at little cost. I unhesitatingly commend it.

“

Wonderful encounters,  
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new light what the  
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really can be . . .

”

*Nicole Dewandre, Adviser to the  
Director-General, DG INFSO,  
European Commission*



## Nicole Dewandre

### Adviser to the Director-General, DG INFSO, European Commission

**If you never realised what the phrase "a body of knowledge" might concretely mean, then the first week of the Policy Fellowship would give you a very tangible sense of it. During that week, I had the pleasure to meet 30 bodies of knowledge – living bodies, pointing to the fact that knowledge is deeply connected to thought in the same way as living bodies are deeply connected to minds.**

I am grateful to all for sharing with me their substantiated views and opinions on the challenges ahead with regard to policy making in the remit of the Digital Agenda for Europe. This allowed new insights on privacy, security, liability, social cohesion, research and innovation policy to name but a few. In a very concrete manner, the inclusion of research communities and civil society organisations among the key actors to be involved in the new European Cybercrime Centre has been inspired by my conversations in Cambridge during this amazingly rich incoming week.

Throughout the week, I experienced wonderful encounters, which have put in a new light what the interaction between science and policy really can be. There is a strange thing in any human experience: that speaking about something and living it are deeply disconnected, to the point that speaking about it automatically gets you out of the experience, because to do so requires encapsulating it in some way and standing outside of it.

Does this apply to policy making itself? What are the consequences for transparency and accountability? Somehow, to be provocative, I wonder: "Wouldn't the best policy to foster innovation be expressed in terms where the word 'innovation' does not appear, except at the metadata level?"

This runs counter to the accepted wisdom of transparency and search-engine filters. But it points to the fact that the relationship between knowledge and policy, mediated by language, cannot be understood in mechanical terms, even by bringing the important issue of power into the picture.

Of course, being based in Brussels makes it less straightforward to attend events and stay in touch as often as if I was based in London. A challenge for CSaP is to develop a specific format taking into account the geographical distance of its Fellows outside the UK.

“

A unique way to get insights into the broader context for my work – opened up new perspectives and new ways of looking at the policy issues ...

”

*Creon Butler, Senior Adviser,  
International and European Union  
Group, HM Treasury*



## Creon Butler

### Senior Adviser, International and European Union Group, HM Treasury

**The 2008-9 financial crash marked a watershed for the UK economy. It was clear, as we emerged, that our economic model had to change radically – relying more on investment and exports to drive growth, and less on consumption and government spending. But what did this mean in practice? What new technologies should we invest in? How were changes in the global economy, and new threats to world food supply and public health, changing the environment in which we would have to compete?**

My job at HM Treasury involves negotiating with other G20 countries to co-ordinate our economic policies, with a strong emphasis on the medium term and on the structural policies required to bring about lasting change. When I heard about the CSaP Fellowship, it seemed a unique way to get insights into the broader context for my work. And that it has certainly proved.

My two-year Fellowship began with a packed week of up to seven meetings a day with academics working on a very broad range of subjects – plant sciences, clinical microbiology, computer science, manufacturing technology, process innovation, international business and many more. The common thread was the way the world environment was changing, and the risks and opportunities this created for the UK.

Meeting some of the smartest and most thoughtful people in these fields, one-to-one, for an hour at a time, I had the chance to ask any questions I wanted to, from the basic to the advanced, and to piece together my own answers to the really big questions that underlie my professional work. Remarkably, the academics managed to make difficult technical subjects incredibly clear, even when I had practically no prior knowledge.

Since my introductory week, I have kept in touch with a number of those I met. For example, I went back recently to Cambridge to attend a fascinating seminar on the rise of the emerging powers, organised by Amrita Narlikar in the Department of Politics and International Studies. This came just as I was working on the preparations for the Chancellor's annual Economic and Financial Dialogue with India.

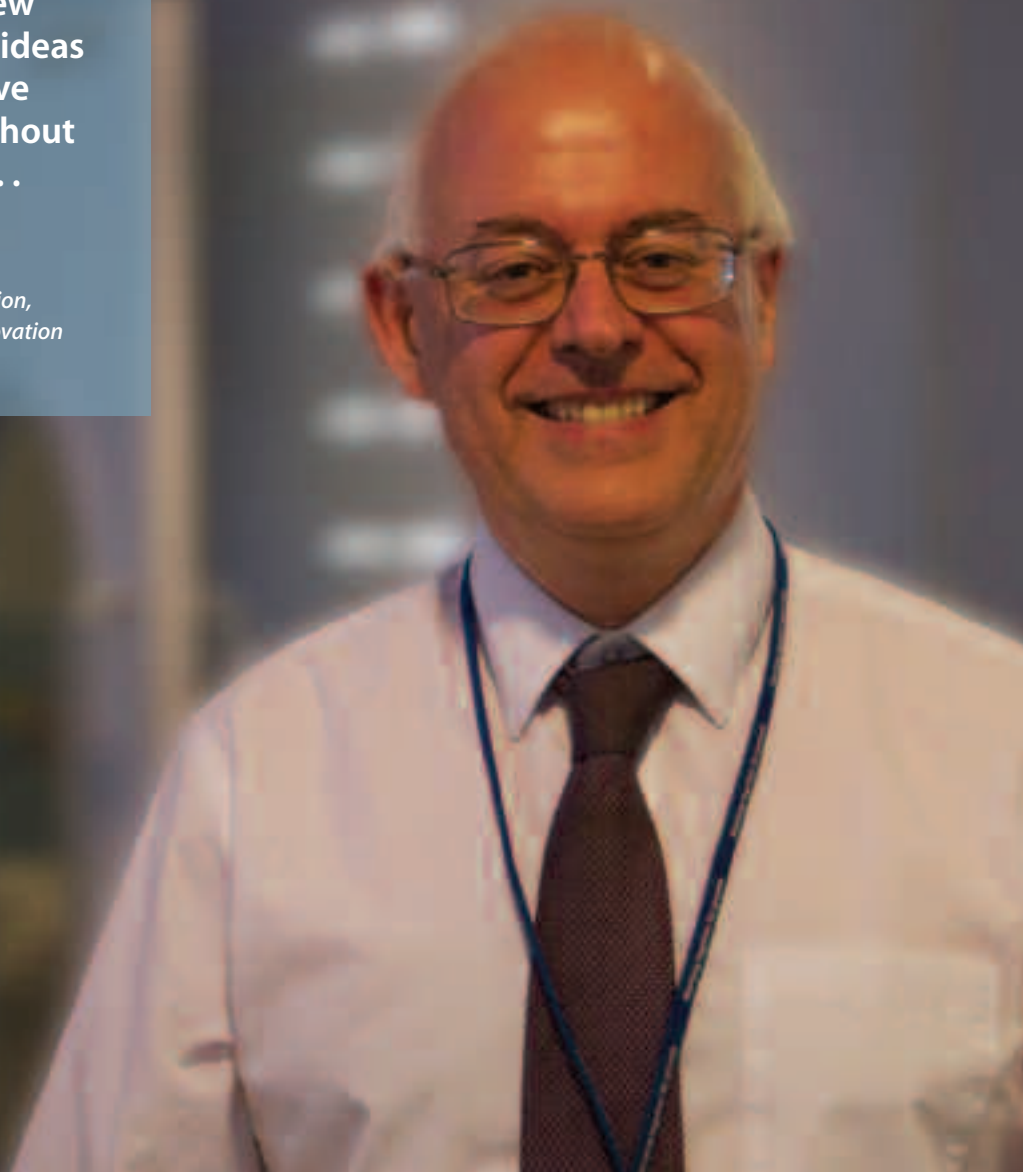
I could cite many other examples from my experience so far. But a common theme is the way the kinds of discussion I have had have opened up new perspectives and new ways of looking at the policy issues I am working on. Some of the knowledge I have gained has been immediately useful; other bits will kick in down the road, but I have no doubt they will be useful. And if I, or a colleague at HM Treasury, need help in any of these fields, I know I will be able to pick up the phone to one of the leading thinkers in the field.

“

Where [CSaP] really scored was in giving me exposure to new research and new ideas that I wouldn't have linked up with without its helping hand ...

”

*John Dodds, Director, Innovation,  
Department for Business, Innovation  
and Skills*



## John Dodds

### Director, Innovation, Department for Business, Innovation and Skills

**The opportunity to take part in the Policy Fellowships Programme came at a perfect time for me as I had recently taken up a new role as Director of Innovation in the Department for Business, Innovation and Skills (BIS) and it was just dawning on me how much I had to learn.**

CSaP gave me the opportunity to immerse myself in a rich stew of ideas and experiences about innovation. The questions I framed focused on the nature of innovation, the conditions in which it flourishes and what government can do to promote it, but I went into the programme with an open mind as to what I would find, with my questions as the starting point.

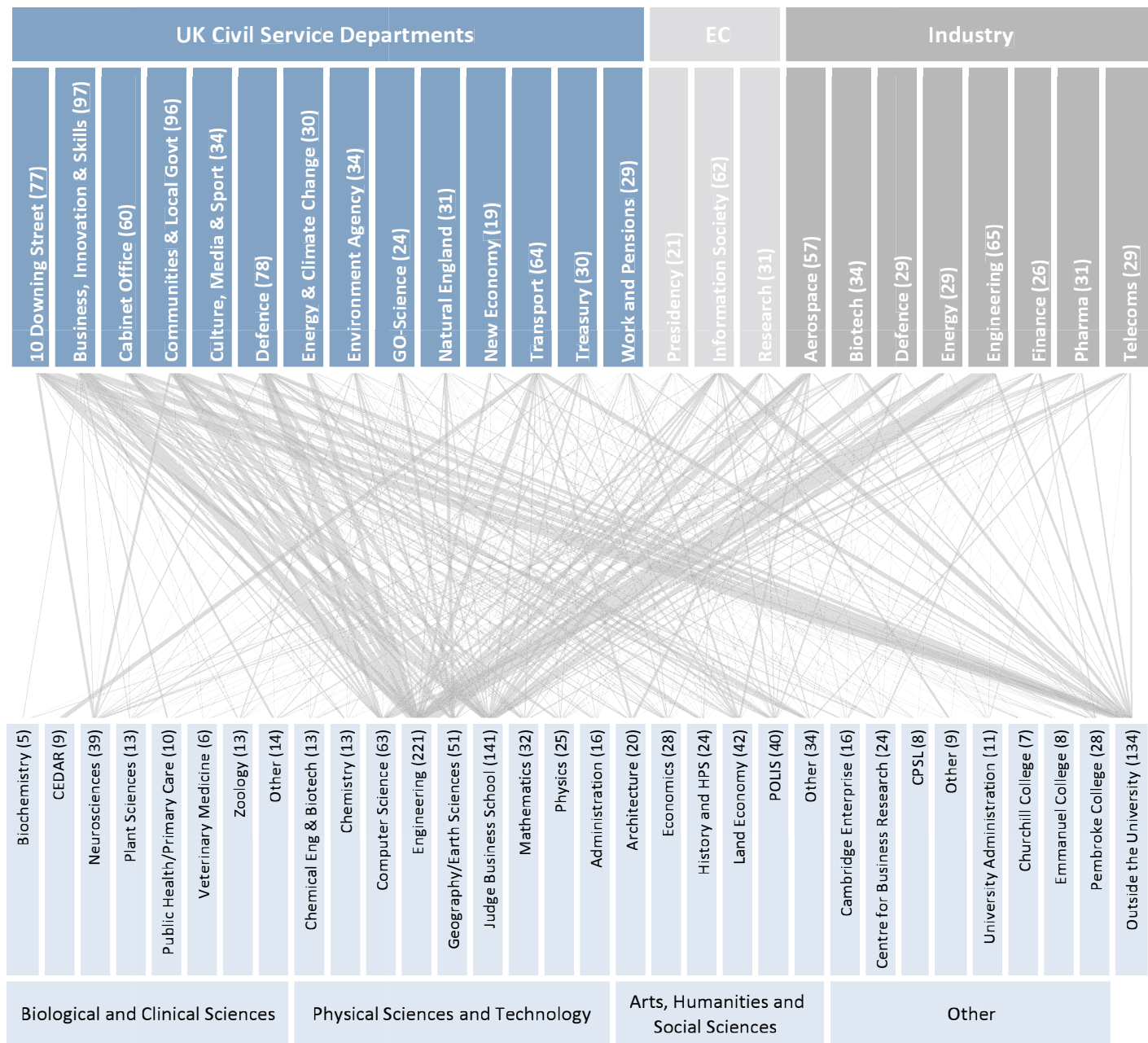
BIS already has contacts in parts of the University and the programme gave me a useful opportunity to strengthen these relationships. But where it really scored was in giving me exposure to new research and new ideas that I wouldn't have linked up with without its helping hand. Over five days, I came into contact with both researchers and practitioners, exploring what makes innovation tick on a range of scales from the global to the unique "Cambridge Phenomenon".

In my very first meeting I met Jaideep Prabhu at the Judge Business School and was bowled over by his wealth of knowledge about innovation in India. Later, I met Andy Hopper and Ross Anderson at the Computer Lab with their first-hand experiences of setting up and growing

innovative businesses. Hermann Hauser and David Cleevely gave me their insights from many of years of being active investors in Cambridge businesses. Martin Daunton took time out from his duties as Master of Trinity Hall to share with me his historical perspectives, and from David Good I strengthened my understanding of the role of universities in their local society.

This illustrates a broader point. While I went into the programme with a set of questions framed around my area of policy interest, I emerged not only with useful insights on those, but with a much fuller understanding of how universities add value. For someone whose university experience had been three years as an undergraduate followed by a taught MSc, it was enlightening to start to understand the extent to which a university like Cambridge is woven into its local economy.

My five days of immersion are over, but I am looking forward to staying in touch with the contacts I met during my visit and also, I hope, building links with other Policy Fellows.



**Policy Fellowships Programme: meetings between new Policy Fellows and researchers, Academic Year 2011/12**

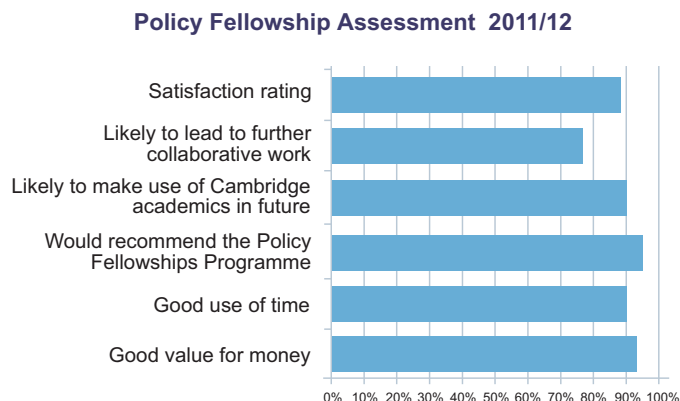
As the diagram alongside shows, during 2011/12 the Policy Fellowships Programme has made over 1100 connections between policy professionals from a wide range of departments in government and in business, and has reached into every part of the University and many related institutions.

### SOME FEEDBACK FROM FELLOWS AND RESEARCHERS

- “Changed the way I will think about half a dozen issues”
- “An amazing experience... a valuable network of contacts and a whole stream of insights”
- “Very gratifying to see the mutual benefit through the creating of lasting relationships”
- “It’s very unlikely I would have got an uninterrupted one-to-one with people at that level without CSaP”
- “Without the Policy Fellowship, it’s unlikely I would have been able to gain such insights as quickly or as cheaply”
- “Fresh insights into all my questions, and a valuable network of top academics to draw on in the future”
- “Gives me confidence in the value of my own knowledge, experience and expertise”
- “Meeting high-profile respected academics and quoting them back in government means I will be listened to”
- “Just the right initiative to make a difference”
- “The primary avenue for bringing our work to key policy makers so they’re better informed of the evidence”
- “Astonishing, unpredictable and challenging”
- “I’m not the same person who started the week!”

In our follow-up interviews three to six months after the initial visits, every Fellow to date has told us that their objectives were met and that their investment (both time and money) was fully justified. Just as importantly, the experience reinforces trust and confidence in the sources of scientific advice. Not only do the Fellows increase the reach of their personal networks in the research world, but they also become more likely to reach out to academia to address future policy issues (and specifically to Cambridge, where they’re twice as likely to come as a result of the Fellowship).

The graph below shows satisfaction ratings for the overall programme.



The best feedback of all is the readiness of Fellows to recommend the programme to their colleagues. More than half of our Fellows come to us that way, and several government departments and companies are now lining up queues of candidates and building the Fellowship into their professional development. At the same time, the programme has also proved itself to the research community as a “pathway to impact”, as shown by the launch of new sponsored Fellowship streams in wellbeing, cyber security, emerging technologies and other topics.



# New Policy Fellows 2011/12

The Centre for Science and Policy welcomed 36 new Policy Fellows in the academic year 2011/12 – twenty-three of them from UK government departments and agencies, four from the European Commission and nine from industry.



**Dr Helen Bodmer**

Head of MRC & Health Research Team,  
Research Funding Unit, Department  
for Business, Innovation and Skills



**Ms Nicole Dewandre**

Adviser to the Director-General,  
DG for Information Society and  
Media, European Commission



**Mr Nathan Boubllil**

Public Policy Consultant,  
French Foreign Trade Advisers



**Mr Brendan Dick**

Managing Director, BT Regions,  
BT Group



**Mr Creon Butler**

Senior Adviser, International  
and European Union Group,  
HM Treasury



**Mr John Dodds**

Director, Innovation, Department for  
Business, Innovation and Skills



**Dr Richard Cawley**

Senior Economic Adviser, Financial  
Engineering Unit, DG for Research &  
Innovation, European Commission



**Mr Mike Emmerich**

Chief Executive, Commission for the  
New Economy, Manchester



**Dr Alex Churchill**

Deputy Head, Defence Science  
& Technology Strategy,  
Ministry of Defence



**Dr Chris Floyd**

Business Development Director,  
Rolls-Royce



**Mr Ivan Collister**

Former Deputy Director,  
Number 10 Policy Unit



**Dr Simon Gardner**

Evidence Manager, Environment  
Agency for England and Wales



**Mr Ross Gribbin**

Deputy Director, Strategy Directorate,  
Department of Energy and  
Climate Change



**Mr Rupert Koci-Edwards**

Government Strategy Analyst



**Mr Richard Harries**

Deputy Director, Innovation,  
Department for Communities  
and Local Government



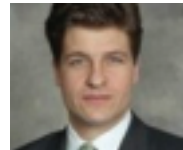
**Ms Andrea Lee**

Deputy Director, Strategic Analysis,  
Department for Communities  
and Local Government



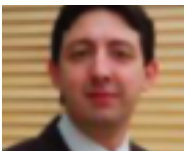
**Mr Mitchell Harris**

Principal Strategist,  
UK Civil Service



**Mr Tim Luke**

Senior Adviser on Business,  
Trade and Innovation,  
Number 10 Policy Unit



**Mr David Hart**

Head of Economic Regulation  
and Quinquennial Review,  
British Airways



**Dr Jan Marco Müller**

Assistant to the Chief Scientific  
Adviser, European Commission



**Dr Llyr Jones**

Head of Group Strategy,  
BAE Systems



**Dr Luca Martinelli**

Policy Officer, DG for Information  
Society and Media, European  
Commission



**Mr Gary Kass**

Principal Specialist,  
Natural England



**Dr Chris McFee**

Head of Civil Contingencies and  
Natural Hazards, Government  
Office for Science



**Mr Gordon McGregor**

Energy & Environment Director,  
ScottishPower



**Ms Michelle Richmond**

Director of Membership &  
Professional Development,  
Institution of Engineering  
and Technology



**Mr Ewen McKinnon**

Wellbeing and Big Society Policy,  
Analysis and Insights Team,  
Cabinet Office



**Mr Rohan Silva**

Senior Policy Adviser,  
Number 10 Policy Unit



**Dr Alan Moodie**

Operations Officer, Medicines  
Discovery and Development,  
GlaxoSmithKline



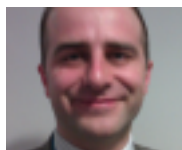
**Dr Robert Sullivan**

CEO of Broadband Delivery UK,  
Department for Culture, Media  
and Sport



**Mr John Parkinson**

Head of UK Aviation Policy  
Development, Department  
for Transport



**Mr Mark Swindells**

Private Secretary to the Secretary  
of State, Department for Work  
and Pensions



**Mr Chris Pook**

Deputy Director, Green Economy,  
Department for Business,  
Innovation and Skills



**Mr John Tesh**

Deputy Director, Capabilities,  
Civil Contingencies Secretariat (CCS),  
Cabinet Office



**Ms Pauline Reeves**

Deputy Director, Sustainable Travel  
and Equalities, Department for  
Transport



**Dr Susan Windham-Bannister**

President and CEO, Massachusetts  
Life Sciences Centre



## Members of the Fellowship elected in 2010/11

**Mr Stephen Aldridge**, Director for Analysis and Innovation, Department for Communities and Local Government

**Ms Gini Arnold**, Project Manager of the Bloomberg Global Initiative, World Health Organisation

**Ms Lucia Costanzo**, Head of EU Research Policy, Department for Business, Innovation and Skills

**Dr Jo Dally**, Private Secretary to the GCSA, Government Office for Science

**Ms Jenny Dibden**, Head of the Government Social Research Service, Department for Work and Pensions

**Mr Michael Eaton**, Director, Office of the Chief Information Officer, Welsh Assembly Government

**Dr Miles Elsdon**, Deputy Chief Scientific Adviser, Department for Transport

**Dr Adam Heathfield**, Director of Science Policy (Europe), Pfizer

**Dr Stephanie Hurst**, Head of Planning Resources and Environment Policy, Dept for Communities and Local Government

**Ms Aphrodite Korou**, Head of Standardisation Policy Innovation Delivery, Department for Business, Innovation and Skills

**Mr Philip Langsdale**, Chief Information Officer, BAA

**Ms Liz Owen**, Head of Customer Insight, Department of Energy and Climate Change

**Mr Graham Pendlebury**, Director of Greener Transport & International, Department for Transport

**Dr Serge Plattard**, Counsellor for Science and Technology, French Embassy London

**Mr Alan Pratt**, Director, Science, Engineering and Technology, Home Office

**Ms Alice Raine**, Infrastructure Strategy Team, HM Treasury

**Dr Robert Sorrell**, Vice President Technology, BP

**Mr Shad Turney**, Chief Economist in the Investment Management Group, Comac Capital LLP

**Mr Phil Wynn Owen**, Director General, Department of Energy and Climate Change

# Becoming a CSaP Policy Fellow



**The Centre for Science and Policy elects around 30 new Policy Fellows each year. Many are recommended by other members of the network, or are nominated by government departments as part of ongoing streams. However, we also welcome applications from policy professionals in all parts of government, industry, NGOs, learned societies and the charity sector.**



A Policy Fellowship is for two years. The Fellow commits to spending five days in Cambridge (in one or more visits) at the earliest opportunity, meeting as many as 30 senior researchers chosen for the relevance of their research, and attending workshops and seminars. After just one week, therefore, as well as gaining fresh insight into how scientific research and evidence impact on public policy formation in relevant areas, the Policy Fellow will have established his or her own network of contacts within academia.

During the following two years, Policy Fellows have the opportunity to initiate or attend a range of CSaP events, and to make use of the Policy Fellows Network, made up of other

Policy Fellows from Whitehall and industry as well as researchers. Fellows have used the opportunity in many different ways, including convening multidisciplinary workshops on their key concerns, developing joint research proposals, or returning to the University to deliver lectures. In addition to the above benefits, the one-off initial fee includes accommodation in a Cambridge College for five nights, an opportunity to dine at High Table, and ongoing support from a dedicated CSaP Associate Adviser offering advice and guidance on who to meet and which events to attend. In an institution where it is notoriously difficult to find the front door, the Centre is able to open doors to all the relevant disciplines.

If you wish to apply for a Policy Fellowship, please provide a letter setting out the reasons for your application, the questions you would wish to address, and the weeks when you are available (avoiding vacation periods), plus a brief CV or biography and a note of support from your home organisation. We will then consider your application and may ask you for an interview, in which we will discuss the questions to be addressed. If we accept you as a Policy Fellow we will jointly select the week for your visit and make the necessary introductions.

For details of current fees please visit our website at [www.csap.cam.ac.uk/programmes/policy-fellowships/](http://www.csap.cam.ac.uk/programmes/policy-fellowships/)

# A Note of Thanks

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Prof Chris Abell (Dept of Chemistry); Prof Bill Adams (Dept of Geography); Anne Alexander (CRASSH); Anna Alexandrova (Dept of History & Philosophy of Science); Linda Allan (Dept of Chem Eng and Biotech); Prof Phil Allmendinger (Dept of Land Economy); Julian Allwood (Dept of Engineering); Prof Ash Amin (Dept of Geography); Prof Ross Anderson (Computer Lab); Francesco Anesi (POLIS); Annela Anger (Dept of Land Economy); Mike Arnott (Cambridge Enterprise); Michelle Baddeley (Faculty of Economics); Prof Shankar Balasubramanian (Dept of Chemistry); Prof Andrew Balmford (Dept of Zoology); Tarak Barkawi (POLIS); Jennifer Barnes (International Strategy Office); Matt Bassford (RAND Europe); Prof Sir David Baulcombe (Dept of Plant Sciences); Jim Bellingham (School of the Physical Sciences); Prof Robert Bennett (Dept of Geography); Prof Lionel Bently (Faculty of Law); Alastair Beresford (Computer Lab); Prof Mike Bickle (Dept of Earth Sciences); Stephen Bird (Dept of Geography); Christopher Bishop (Microsoft Research); Mike Bithell (Dept of Geography); Prof Tom Blundell (Dept of Biochemistry); Adam Boies (Dept of Engineering); Prof Sir Leszek Borysiewicz (Vice Chancellor); Gary Bowman (Centre for Risk Studies); Billy Boyle (Owstone Nanotech); Prof Carol Brayne (Institute of Public Health); Laure Brévignon-Dodin (Dept of Engineering); Prof William Brown (Faculty of Economics); Clare Bryant (Dept of Veterinary Medicine); Brendan Burchell (Dept of Sociology); Gemma Burgess (Dept of Land Economy); Hilary Burton (PHG Foundation); Michael Cahn (Cambridge Cycling Campaign); Prof David Cardwell (Dept of Engineering); Seppie Cassettari (GeoInformation Group); Jonathan Cave (RAND Europe); Lucy Chambers (Open Knowledge Foundation); Prof Howard Chase (School of Technology); Jo Chataway (RAND Europe); Prof Daping Chu (Dept of Engineering); Alessio Ciulli (Dept of Chemistry); Martin Clark (Allia); Mike Clark (Dept of Pathology); Belinda Clarke (IdeaSpace Enterprise Accelerator); Prof John Clarkson (Dept of Engineering); Richard Clayton (Computer Lab); John Coates (JBS); Andrew Coburn (Centre for Risk Studies); Simon Cohn (Dept of Public Health & Primary Care); David Connell (Centre for Business Research); Alison Cooke (Dept of Engineering); Alex Copley (Dept of Earth Sciences); Andy Cosh (Centre for Business Research); Charles Cotton (Cambridge Phenomenon); Sherry Coutu (Cambridge Angels); Prof Tim Crane (Faculty of Philosophy); Nick Crawford (Wilberforce Society); Doug Crawford-Brown (Dept of Land Economy); Hilary Cremin (Faculty of Education); Nathan Crilly (Dept of Engineering); Prof Jon Crowcroft (Computer Lab); Prof John Danesh (Dept of Public Health & Primary Care); Prof John Daugman (Computer Lab); Prof Martin Daunt (Faculty of History); Prof Philip Dawid (Faculty of Mathematics); Prof Dame Sandra Dawson (JBS); Prof Simon Deakin (Centre for Business Research); Jenny Dean (JBS); Sir Richard Dearlove (Pembroke College); Lynn Dicks (Dept of Zoology); Anne Dobrée (Cambridge Enterprise); Prof Dame Athene Donald (Dept of Physics); Amy Donovan (Dept of Geography); Rob Doubleday (Dept of Geography); Prof Dame Ann Dowling (Dept of Engineering); Lynnette Dray (Dept of Architecture); Prof Lord Eatwell (JBS); Prof Marcial Echenique (Dept of Architecture); Charlie Edwards (RAND Europe);

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# Public Policy at Cambridge

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The Policy Fellowships Programme is delivered by the **Centre for Science and Policy** (CSaP), a networking organisation which connects researchers in the sciences and engineering with policy makers in government and industry, with the aim of creating lasting relationships characterised by mutual trust, respect and understanding.

CSaP's other programmes include **Policy Workshops**, creating a neutral platform upon which groups of researchers and policy makers can share knowledge and develop new thinking; **Professional Development Seminars**, providing the future generation of scientists and policy makers with an understanding of both worlds and of the constraints under which each of them operates; and **Science and Policy Research**, investigating the processes by which expertise informs policy making.

[www.csap.cam.ac.uk](http://www.csap.cam.ac.uk)

## Cambridge Public Policy

Together with the Department of Politics and International Studies (POLIS), CSaP has played a critical role in the development of a broader initiative at the University of Cambridge, **Cambridge Public Policy** (CPP). Building on the success of CSaP, the aim of CPP is to co-ordinate, promote and support all public policy research and training across the University with a view to launching a School of Public Policy in the years to come. In October 2013 CPP will launch the new **Master's in Public Policy**, providing rigorous training in the development of evidence-based policy, with a strong emphasis on the impact of science and technology on all areas of government.

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“

Being a CSaP Policy Fellow is a unique and invigorating experience somewhat akin to drinking from an intellectual fire hose . . .

”

*Philip Langsdale, Chief Information Officer, BAA*

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