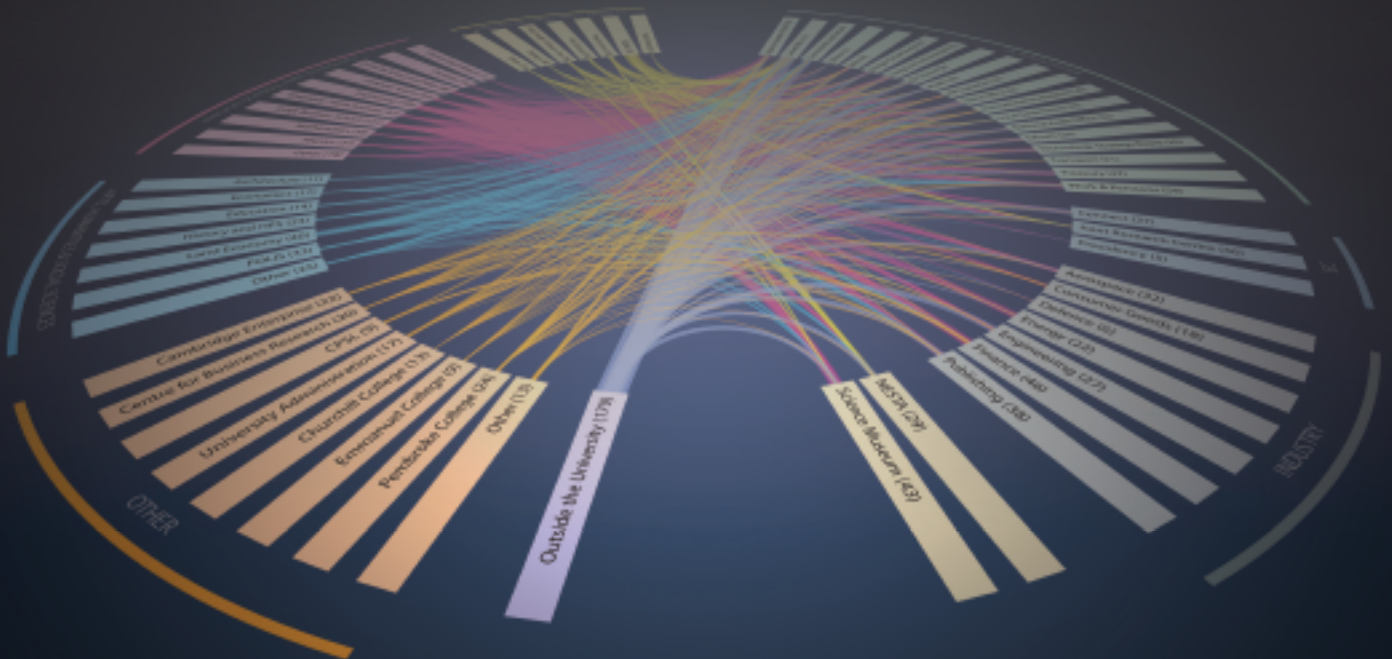



Policy Fellowships Programme

Bringing research and policy face to face



An aerial photograph of a river delta, likely the Nile, showing a complex network of channels and islands. The right side of the image is brightly lit, showing the intricate details of the waterways. The left side is covered by a dark, semi-transparent overlay where the text is located.

Launched in 2009 at the University of Cambridge, the **Centre for Science and Policy** (CSaP) exists to help government make better use of science and technology to deliver better public policy. We do this by facilitating interaction between government and academia, and particularly by building and supporting networks that develop mutual understanding.

This is the second annual report on our flagship **Policy Fellowships Programme**, which is at the core of our network. By bringing policy professionals from both inside and outside government to the University as the basis for developing useful and lasting connections with researchers, it addresses the questions and challenges of greatest importance to the policy makers, and builds trust, respect and mutual understanding. Sir Jeremy Heywood, UK Cabinet Secretary, has described the Fellowship as “an excellent initiative, bringing together senior policy makers and academics to help generate new policy responses to complex social and economic challenges, acting as a bridge between the public sector and cutting edge research, and helping to translate scientific insights into the heart of the policy making process.”

The Policy Fellowships Programme in 2012/13

Dr David Cleevely CBE FREng, Founding Director and Dr Robert Doubleday, Executive Director



After two full academic years of operation, and with over 100 policy professionals having participated, the Policy Fellowship has emerged as the core of the Centre for Science and Policy's network.

In this, the second annual report on the Fellowship, Policy Fellows speak for themselves about the impact of the programme. In the **case studies** on the following pages (and others on our website) they set out in their own words how research evidence and expertise have contributed to policy; describe what they have gained from "time to think" and fresh perspectives on their key questions; and illustrate the benefits of being part of an active, ongoing network bridging the academic and policy worlds.

Policy Fellows have been at the heart of all our activities during the last twelve months. At our **Annual Conference** in April 2013, two Fellows led seminars on working with academia; and **Policy Workshops** have been convened at the request of Fellows on subjects as diverse as housing policy, ecosystems services, and innovation and competitiveness. Members of the Fellowship now regularly gather for informal lunchtime meetings on the **first Friday** of each month in London.

As foreseen in our 2011/12 report, this was also the year in which we launched both the **Junior Policy Fellowship** (meeting the needs of early-career policy makers to develop their networks and face the challenges of open policy making) and the **Policy Leaders Fellowship**. Meeting for the first time in June 2013, the latter brings together the most senior professionals in our network to focus on public policy challenges such as the effective use of evidence and external expertise. The programme also inspired a **National Security Fellowship**, in which officials with interests in cybersecurity and counter-terrorism visited Cambridge, Oxford and London to meet researchers from 12 different universities.

Many of the new Fellows this year have been clustered into "streams" reflecting themes such as health and wellbeing; the Centre has also won grant funding for Fellowships as part of three EPSRC-funded projects on emerging technologies and the digital economy.

CSaP was the first organisation in UK academia to recognise that the critical issue which needs to be tackled in this area is the relationship between researchers and policy makers. Before any kind of research can have an impact, the academics and policy professionals have to understand, trust and respect one another. The Fellowship provides a unique opportunity to tackle these needs head-on, through personal connections bringing research and policy face-to-face.

“

Governments have to face the fact that fundamental laws of science can't be re-written to suit a policy preference ...

”

Graham Pendlebury (Policy Fellow)

Director of Local Transport, Department for Transport (DfT)

For most of my two years as a Policy Fellow, I was DfT Director of Greener Transport, working on de-carbonising road transport, securing improved air quality, and shifts in vehicle technology – a classic policy delivery role, embracing economics, politics, EU negotiation, and an appreciation of “the art of the possible”. Underpinning everything was the need to develop policies that were technically feasible as well as publicly acceptable – governments have to face the fact that fundamental laws of science can't be re-written to suit a policy preference.

My background was in the humanities. CSaP offered the opportunity to test out ideas with world-ranking academics whose knowledge of the scientific and technological possibilities far outstripped my own, and who were willing to engage in open-minded discussion and challenge. The exchanges were fertile, and both parties benefitted – I got

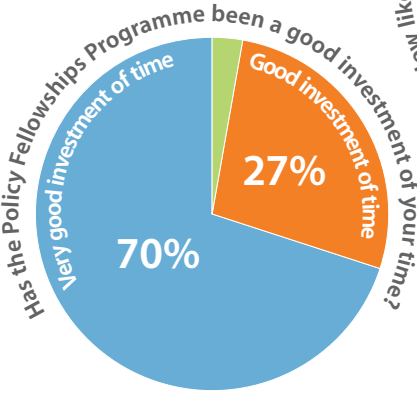
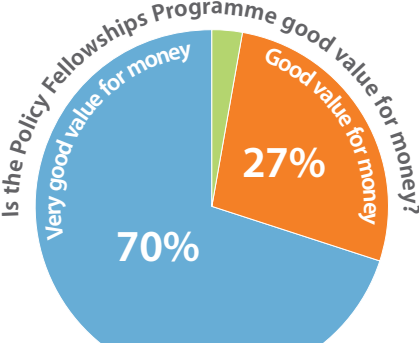
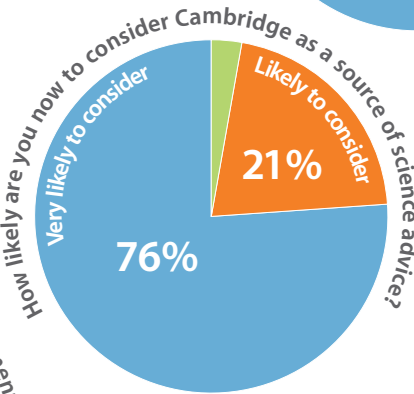
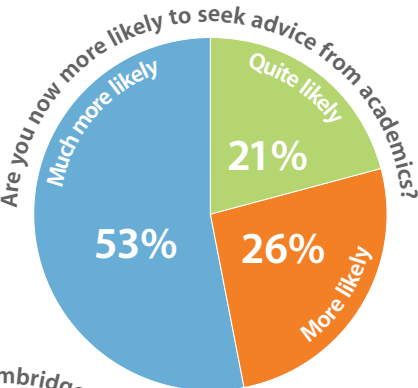
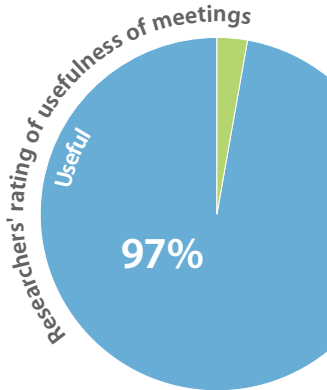
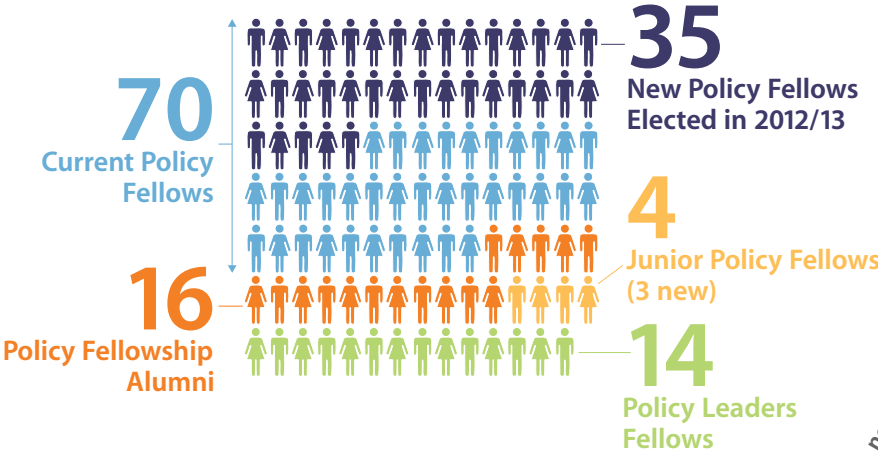
access to some inspiring insights, and time for reflection away from the everyday demands of the office, and the academics gained new perspectives on the way Whitehall works and the competing demands on policy makers.

Overall I have learned three key lessons. First, renewed understanding of the benefits of debate and knowledge-sharing with top-level experts from academia, testing assumptions and adjusting ideas. Second, a better appreciation of what academia can offer to the policy world; as a result of CSaP I have reached out more widely to academic expertise, not just in Cambridge and not just in the STEM community. Third, I have realised that policy makers in government need to be open with opinion formers in the academic world, to help shape research agendas, to explain the constraints and opportunities that face civil servants, and to broaden understanding of how policy gets made.

Since February 2013 I have been given new responsibilities as Director of Local Transport. My CSaP experiences have given me insights into how this new (for me) area of policy can be developed in ways that I would not have imagined.

Policy Fellowships 2012/13 in Numbers

During the academic year 2012/13, the Policy Fellowships Programme has made 1225 connections with 470 researchers and experts from every part of the University and many related institutions, for Policy Fellows who likewise are drawn from across the whole range of departments and sectors; see the diagram on page 5 below. The new Policy Fellows elected in the year are listed on pages 15-17.



“

The Fellowship is exhilarating and exhausting – and I cannot recommend it more highly . . .

”

Elizabeth Surkovic (Policy Fellow)

Deputy Director, Science in Government, Government Office for Science

In brief the Fellowship is exhilarating and exhausting, both mentally and physically – and I cannot recommend it more highly.

The basis of my Fellowship is "risk". It took me some time to craft my specific questions; looking back that was helpful, as it allowed me to test my own thoughts. That having been said, I had been advised (and I would pass on that advice) not to hanker after a focused discussion on the questions – it's not what the process is about. CSaP uses the questions to set up connections, and they are then the loose basis of discussion. It was the open discussion that I found so valuable and allowed me to arrive at answers, thoughts and ideas I would never have come up with before my week in Cambridge.

The conversations were a privilege. The best of them were essentially 1:1 "supervisions" (in Cambridge terms), or as many of us would know them, tutorials. I was given a great line up of academics. In hindsight the more unlikely the link to my questions, the more exciting the conversation. For example, I was given a lot of time in the Cambridge

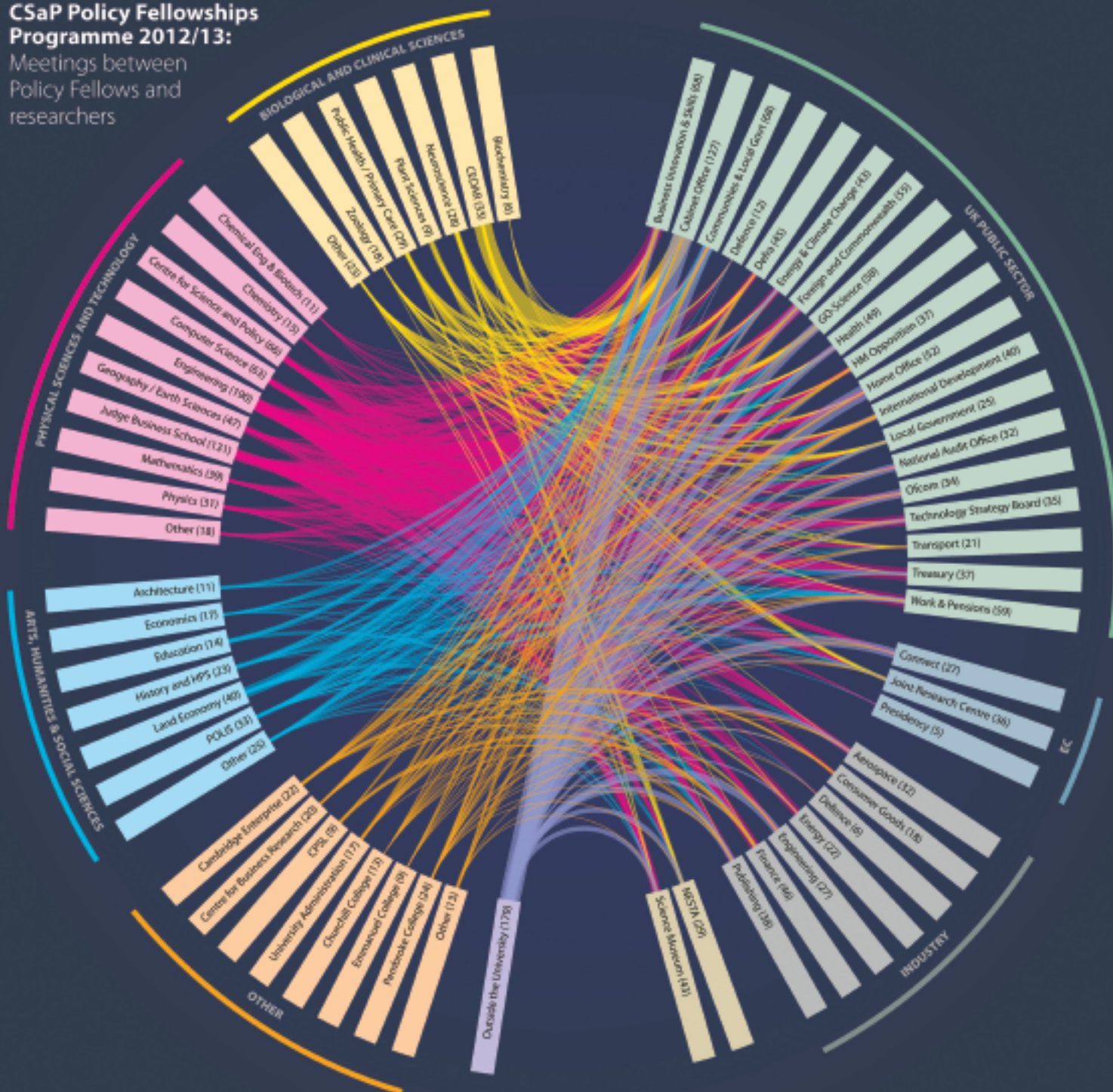
Geography Department. The range of skills and the very thoughtful processes I was exposed to were wonderful. Separately, Huw Price – despite being in the middle of setting up a Centre for the study of existential risk – generously gave me hours of his time and intellect.

More socially, what I had not expected was the degree to which CSaP and the Fellows of Pembroke give a little taste of College life. This was just plain fun as well as giving an opportunity to learn about ontological insecurity, a concept I have since applied!

So what have I done with all of this? The most obvious output to date has been the access to various experts, in various ways – direct briefings for myself or colleagues from leading academics, or the ability to use the CSaP relationship to organise events where a neutral space for expert engagement is required. Perhaps most importantly, thoughts and new ideas to develop policy have been woven in, and a number of these are currently being worked up in a new work area.

CSaP Policy Fellowships Programme 2012/13:

Meetings between
Policy Fellows and
researchers



“

An ideal way to study the issues and learn from the best practice of others ...

”

David Mair (Policy Fellow)

Head of Unit, Science Advice to Policy, European Commission Joint Research Centre

In late 2011, I was asked to set up a new team inside the European Commission's in-house science service, the Joint Research Centre (JRC), with a mission to maximise the impact of JRC science on policy making within the Commission.

Although the scientists of the JRC are involved in all stages of policy making inside the Commission, many of the challenges of integrating science into policy remain. The CSaP Policy Fellowship seemed like an ideal way to study these issues and learn from the best practice of others.

I was surprised to discover that although the UK is a world leader in science and policy questions, most of the scientists I met were more eager to talk about where policy had failed to take science into account!

Thanks to the inspiring interviews, I was able to get a clearer picture of where the challenges lie and some ideas about how to improve connections between science and policy. The key role of behavioural science in bridging the gap between science and policy came up repeatedly. I also got several promising ideas for the foresight projects of my team.

CSaP has continued to help in identifying experts in Cambridge for JRC work, and also in pushing forward the science/policy debate at its 2013 Annual Conference. I was also able to connect some of the experts I met with JRC scientists in a way which led to new collaborations.

The Centre for Science and Policy is now firmly established as a key partner for the Joint Research Centre in better connecting science and policy in the European Union.

Policy Leaders Fellowship

Under its President Lord Wilson of Dinton, the Policy Leaders Fellowship brings together the most senior members of CSaP's policy network. Fellows meet, together with leading researchers and thought-leaders from the University and other institutions, to share insights into the development of open policy making.



The Policy Leaders Fellowship is designed for the most senior level of policy makers (in Whitehall terms, Permanent Secretaries and Directors General, particularly those in the Accelerated Development Programme). In line with the objectives of the Civil Service Reform Plan, it promotes the value of evidence, and progresses the move towards open policy making by opening up new ways of thinking and fresh perspectives; exercising “open minds” at the top of the policy making process; and creating engagement between policy, expertise and delivery.

Fellows form the kernel for roundtable discussions targeted at the questions of greatest and most immediate interest at this level. Activities are designed in the context of the many demands on time which are typical of these senior roles; whereas Policy Fellows at Director and Deputy-Director level in the UK Civil Service are encouraged to devote an initial week to network-building, for the PLF this is compressed into one-day visits to Cambridge.

Members of the Fellowship elected in 2012/13

Tera Allas, Director General, Strategy, Analysis and Better Regulation, Department for Business, Innovation and Skills

Mike Anderson, Director General, Safeguarding, Immigration and International, Home Office

David Eyton, Group Head of Technology, BP

Iain Gray, Chief Executive, Technology Strategy Board

David Harding, Founder and President, Winton Capital Management

Robert Madelin, Director General, Communications Networks, Content and Technology, European Commission

Clare Moriarty, Director General, Rail, Department for Transport

Geoff Mulgan, Chief Executive, Nesta

Sue Owen, Director General, Strategy, Department for Work and Pensions

Dominique Ristori, Director General, Joint Research Centre, European Commission

Geoffrey Spence, Chief Executive, Infrastructure UK, HM Treasury

Julia Unwin, Chief Executive, Joseph Rowntree Foundation

Katrina Williams, Director General, Strategy, Evidence and Customers, Department for Environment Food and Rural Affairs

Phil Wynn Owen, Director General, International Climate Change and Energy Efficiency, Department of Energy and Climate Change

“

Unique opportunity to gain
diverse perspectives from
world-leading scholars ...

”

Chris Ganje (Junior Policy Fellow)

Policy Advisor, BP

Over the past 40 years, technology breakthroughs have profoundly transformed the global energy system – seismic imaging, deepwater exploration, combined-cycle gas turbines, solar photovoltaics, digital systems and now North American shale.

The energy system is becoming increasingly complex, and over the longer-term, a number of emerging technologies could be equally if not more disruptive to the industry. But emerging technologies in energy have significant barriers to overcome (major capital allocation, extensive infrastructure requirements and long asset lives), and new technologies often require a nexus of technology, business and policy support across many regions in order to come to fruition.

The integration of existing technologies coupled with the lack of policy and regulation can also play a major role in industry disruptions, as was the case with the US shale gas revolution. Equally, policy-led incentives can potentially accelerate the

deployment of technologies, triggering large disruptions such as fuel switching or mode-of-transport substitution.

As Policy Advisor at BP, one of my primary roles has been to identify nascent yet potentially disruptive emerging technologies that could impact the energy system through to 2050. My Policy Fellowship has afforded me the unique opportunity to gain diverse perspectives from more than 25 world-leading scholars on an array of emerging technology topics and their interaction with public policy. From debating the feasibility of implementing climate change taxes with Dr Chris Hope to discussing the next generation of low-carbon technologies with Professor David Mackay, each of these stimulating conversations offered a truly fascinating and enriching experience.

I unreservedly recommend the Cambridge Fellowship programme, through which I have the privilege of maintaining on-going dialogue with top researchers, policy makers and policy influencers. Additionally, CSaP itself offers access to a community of thought-leaders from academia, government and industry, providing an excellent network for immediate and future collaboration.

Policy Fellowships – Who, What, How and Why

The Policy Fellowships Programme develops trust, respect and mutual understanding between policy makers and researchers. Above all, the benefits to the Fellows come from being part of an active, lasting network which joins up government, industry and academia, opens up new ways of thinking and fresh perspectives, and promotes understanding of how evidence works in policy making.

What will the structure of my Fellowship be?

Every Fellowship is unique, determined by the questions you ask and the opportunities you choose to pursue. At the beginning of your two-year Fellowship, you will spend five intense days (in one or more visits) in Cambridge, meeting as many as 25 to 30 researchers chosen for the relevance of their work to the questions you define.

What happens after the first week?

Over two years you will have a wide range of opportunities which can be tailored to your needs and interests:

- access to other members of the Policy Fellowship to raise issues, seek input and evidence, collaborate in working groups and share experiences
- ongoing access to researchers on initial questions and new questions as they emerge
- opportunities to further develop discussions of key questions and issues within the network (e.g. by convening a Policy Workshop)
- the chance to design, propose and execute joint research or consulting projects with the University.

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	follow-up visits	scheduled events	bespoke events	networking
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Fellowship Provides

- A bridge between research and policy
- 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 in the University
- Opportunities to develop collaborative research agendas
- Participation in Science and Policy Research

What kinds of questions can Fellows ask?

We will ask you to draw up six to ten concise questions, capturing the challenges that present themselves to you in your day-job. They should be questions which in principle could be answered by research, and which are broad enough to be approached from a number of standpoints. (In the case of Policy Fellows from industry, questions must relate primarily to public policy challenges of core interest to the network, and not your company’s short-term commercial interests.)

Policy Fellowship Benefits

Being part of an active network of policy professionals and researchers brings a wide spectrum of benefits for the Fellows and their organisations:

Individual	Organisational
Build personal network and lasting connections	Build links across the whole University
Set the agenda for discussions with top researchers	Break down silos and open up knowledge exchange
Time to think in intellectually stimulating environment	Commission consulting or joint research projects
Access to evidence and the latest research	Host work placements for Master's in Public Policy students
Return to day-job with new ways of thinking	Gain profile through sponsorship of CSaP events

Will I meet only Cambridge researchers?

Not necessarily. Cambridge has immense "convening power", and where we identify experts outside Cambridge who have insightful perspectives on your questions, we will seek to make introductions. Within Cambridge you may also meet visiting scholars, practitioners and business people from CSaP's extended network, depending on the nature of your questions. Some Fellowships will involve days spent at other universities and institutions, and in many cases we will also arrange meetings in London.

What level is the Fellowship aimed at?

The core **Policy Fellowship** scheme is designed to meet the needs of Senior Civil Servants (in Whitehall terms, Directors and Deputy Directors), and senior policy professionals in industry such as Public Policy Director, Research Director, VP Innovation, or CIO.

The **Junior Policy Fellowship** is aimed at early-career policy professionals (in Whitehall terms, Fast Streamers in their third or fourth years).

The **Policy Leaders Fellowship** is aimed at the most senior officials (such as Permanent Secretaries and Directors General) and Chief Executives.

“

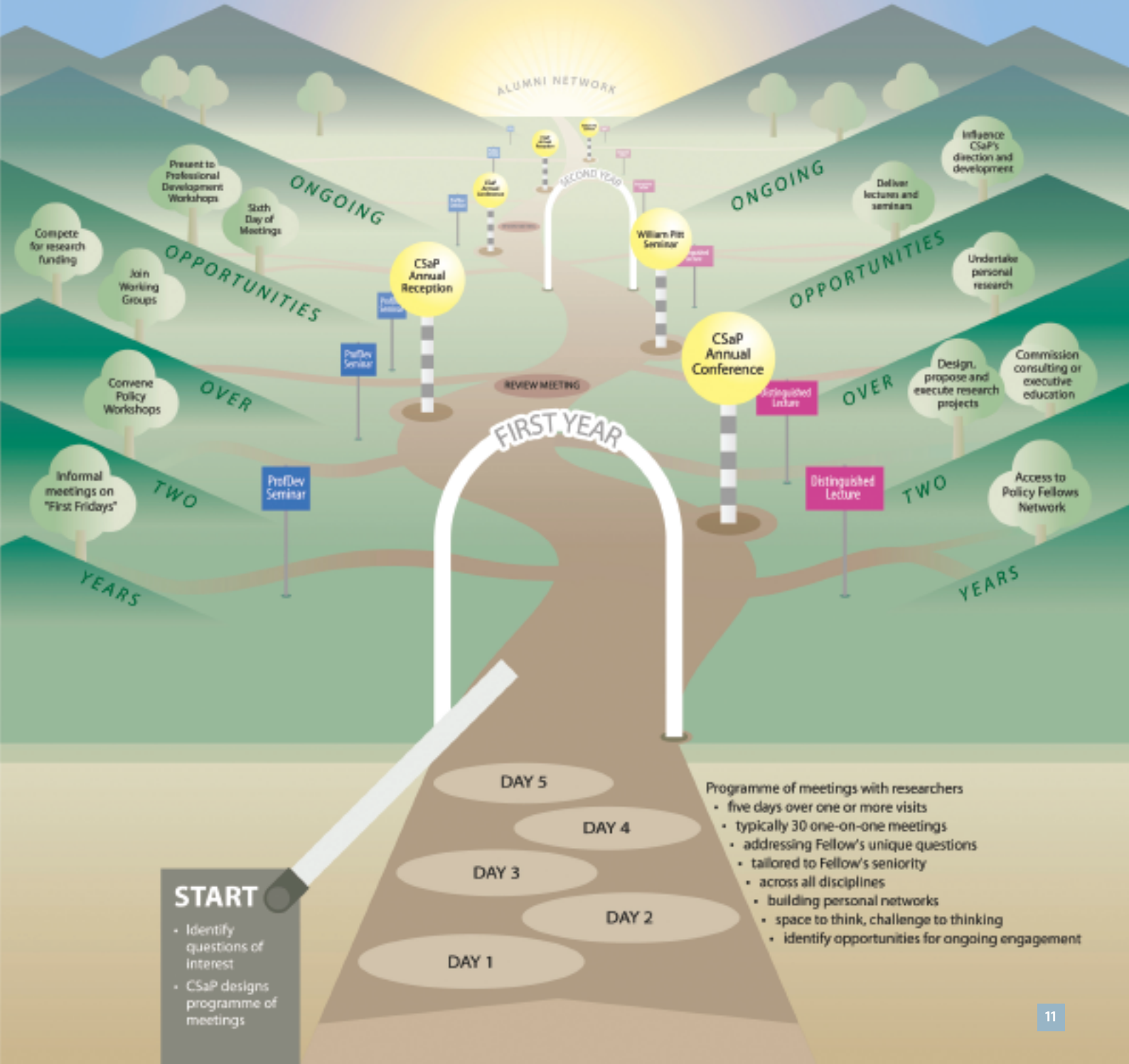
the expertise policy makers
require to tackle the toughest
problems society faces . . .

”

Mitchell Harris, Civil Service
Reform, Cabinet Office



Life Cycle of a Policy Fellow



Am I the right person to be a Policy Fellow?

- ✓ Does your job require you to think about the major issues facing society – sustainability, innovation, risk and resilience, behaviour, wellbeing, development and economic growth?
- ✓ Does your work influence decision making in your organisation?
- ✓ Do you use networking to share knowledge and engage with new insights?
- ✓ Are you intellectually curious and keen on challenging received wisdom?

If you answer “yes” to the above, then you will have questions which we can help you address.

Why do the researchers do it?

The Policy Fellowships Programme is very much a two-way process. Just as important as the insights and challenges to thinking which it delivers to policy makers are the benefits for academia – the opportunities to learn first-hand about the needs and perspectives of government, and insights into the role of evidence alongside other factors in policy making. Researchers get the opportunity for their work to make a difference in decision making in both government and industry.

“
... helps me see how my research may apply to real-world contexts ...
”

Jaideep Prabhu, Professor of Indian Business and Enterprise



What will it cost?

For new Fellows in the academic year 2013/14, Government Policy Fellowships (and Junior Fellowships) are subsidised and cost £1000 (UK) or €3200 (EU) – a one-off cost covering the whole two-year tenure. Corporate Policy Fellowships cost £8000, and there is an intermediate rate for NGOs and other bodies of £3000. A small additional charge is made to cover College accommodation and travel within Cambridge during the initial visit where required. There are also opportunities for organisations to sponsor streams of Fellows.

When can I become a Fellow?

New Fellows are elected each term. Application deadlines are:

Application by:	Policy Fellowship starts:
15 July	October, November
31 October	January, February, March
31 January	April, May, June

What do I do next?

If you or your organisation wish to apply for a Policy Fellowship, please contact us on policyfellows@csap.cam.ac.uk, providing

- the reasons for the application
- the questions you would wish to explore
- a brief CV or biography
- a note of support from your organisation.

“

A mix of insight and serendipity, that often led me to new and surprising lines of enquiry ...

”

Richard Harries (Policy Fellow)

Deputy Director (Innovation), Department for Communities and Local Government

Government has always been done “by numbers”. From the 13th-century Chancellor of the Exchequer counting his jetons on a black and white chequered sheet to the 1941 survey commissioned by a War Ministry worried that demand for corsets was contributing to a nationwide steel shortage, the Government has always needed to understand the scale and dimensions of its remit.

Throughout my own career in the civil service I have been fascinated by the use and abuse of numbers in Government. So when the chance arose to explore these issues with the best brains in Cambridge, I defined two core lines of enquiry: are there new approaches to data collection, manipulation and analysis that can improve the way Government deals with numbers? And where technical improvements cannot be made (e.g. inherently unmeasurable social problems), what are the appropriate structural responses? I wanted to explore how governments can best exploit citizen-generated data, how citizens can best exploit open public data, and the potential for self-government through technology.

My fellowship started with a very intense five days exploring these issues with thirty of the country's leading historians, computer scientists, economists, theologians and dramaturges. The conversations I had were deep and powerful, a helter-skelter mix of insight and serendipity, that often led me to new and surprising lines of enquiry.

But it's not just about interesting discussions in picturesque surroundings. The connections I made have proved just as useful back at the office. I was delighted to host a highly successful “Science Day” for my department, bringing in experts from Cambridge and beyond to explore the role that science and technology can play in tackling policy challenges ranging from fracking and urban design to social care and waste collection. And I was equally delighted when the Smith Institute for Industrial Mathematics agreed to sponsor an investigation into “business rates pooling” at the 91st European Study Group with Industry in Bristol. From high-brow dialogue to real-world problem solving: this for me is the genius of the Policy Fellowship Programme.

“

Extended network of contacts across disciplines and policy areas will be one of the enduring impacts of my Fellowship ...

”

Ewen McKinnon (Policy Fellow)

National Wellbeing and Civil Society Policy, Analysis and Insights Team, Cabinet Office

We all make personal choices that affect our wellbeing – but our social networks, civil society, businesses and government policy make a difference too. So what should policy makers be doing to support wellbeing? This is the headline question I have been taking to top academics at Cambridge as a CSaP Policy Fellow.

I have met researchers from a range of disciplines – from computer scientists exploring how technology can measure and enhance social capital, to educationalists on interventions which improve children’s wellbeing and educational outcomes. In Philosophy we explored the historical roots of wellbeing; meetings with housing experts, health academics, literature and environment specialists followed, and the Business School pitched in on how we teach our future business leaders about corporate values, social responsibility and employee wellbeing. The breadth and diversity of interactions was consistently matched by the researchers’ enthusiasm to explore how their disciplines could

open up fresh new perspectives. There was also a strong element of challenge, particularly from economists, a discipline both exercised and energised by wellbeing.

There have already been tangible outcomes, with insights and analysis feeding into international guidance. As well as following up with researchers when needed, importantly I have also been able to make links to other policy colleagues, and it is this extended network of contacts across a broad range of disciplines and policy areas that will be one of the enduring impacts of my time as a Policy Fellow.

Bridging the gap between policy and academia, and enabling interdisciplinary interactions, are key ingredients of the Fellowship. These promote policy innovation and are very much consistent with principles of open policy making. Other key ingredients are suggested by Foresight’s five ways to wellbeing – “connect, learn, give/share, take notice and be active”. CSaP Fellows will recognise all these characteristics in the programme, especially when they find themselves running between colleges and departments to make an appointment.

New Policy Fellows 2012/13

The Centre for Science and Policy welcomed 35 new Policy Fellows and 3 Junior Policy Fellows in the academic year 2012/13 – 28 of them from UK government departments and agencies, 2 from the European Commission and 8 from industry and other organisations.



Mr Mark Anderson

President, Strategy & Business Development and Schools & Higher Education, Pearson International



Dr Craig Davies

Senior Manager, Climate Change Adaptation, European Bank for Reconstruction and Development



Mr Paul Chamberlain

Head of Analysis, Neighbourhoods Group, Department for Communities and Local Government



Mr Frank Davies

Child Poverty Unit, Department for Work and Pensions



Dr Colin Church

Director, Climate, Waste and Atmosphere, Department for Environment, Food and Rural Affairs



Ms Sandie Dunne

former Head of Programmes, Community Wellbeing, Environment and Housing, Local Government Association



Mr Jonathan Clear

Senior Finance Business Partner, Department for Work and Pensions



Mr Mike Edbury

Head, Health and Environment, Government Office for Science



Mr Howard Covington

Chairman of Finance and Strategy Committee, Science Museum



Mr David Fry

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



Dr Jo Dally

Head, CBRN Security Team, Foreign and Commonwealth Office

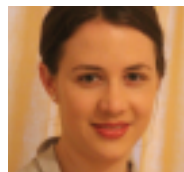


Mr Chris Ganje

Policy Advisor, Group Technology, BP



Dr Laura Haynes
Head of Policy Research,
Behavioural Insights,
Cabinet Office



Ms Naomi Krieger
Director, UK Israel Tech Hub,
British Embassy Israel



Dr Joanne Hodges
Head of Science and Society,
Department for Business,
Innovation and Skills



Mr Isidro Laso Ballesteros
Team Leader, Web Entrepreneurs,
DG-Connect, European Commission



Mr Bill Hodson
Business Director,
Frazer-Nash Consulting Ltd



Mr Tim Leeder
former Head, Emerging Technology,
Technology Strategy Board



Dr Sally Howes
Lead Director, ICT and systems
analysis, National Audit Office



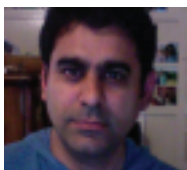
Mr Niall Mackenzie
Head, Industrial Energy Efficiency,
Department of Energy and
Climate Change



Mr David Jakubovic
Director, Open Innovation,
Procter & Gamble



Mr David Mair
Head of Unit, Science Advice to Policy,
EC Joint Research Centre



Mr Akshay Kaul
Project Director, Infrastructure UK,
HM Treasury



Mr Jeff Masters
Policy Adviser, Office of Shadow
Business Secretary



Ms Halima Khan
Director, Public Services Lab,
Nesta



Mr Ian McDowell
Head of Engagement, NHS North East
London and the City; Founder,
Both Sides NOW



Professor Virginia Murray

Head of Extreme Events and Health Protection, Public Health England



Mr Mark Simmonds

Researcher, Office of Shadow Cabinet Office Minister



Mr Ross Neilson

Policy Adviser, Open Public Services, Cabinet Office



Ms Elizabeth Surkovic

Deputy Director, Science in Government, Government Office for Science



Ms Louise Owen

Senior Defence & Security Policy Adviser, Government Office for Science



Mr Paul Swarbrick

Chief Information Security Officer, NATS



Mr James Quinault

Director, Office of Cyber Security & Information Assurance, Cabinet Office



Dr Steve Unger

Group Director, Strategy, International, Technology, Economics, Ofcom



Mr Matt Sanders

Special Adviser, Cabinet Office



Ms Emily Walch

Special Adviser to the Secretary of State, Department for Business, Innovation and Skills



Dr Jasdeep Sandhu

Head, Chief Scientific Adviser's Cabinet, Department for International Development



Dr Colin Wilson

Capability Adviser, Crime Prevention and Community Safety, Home Office

Members of the Fellowship elected in 2011/12

Dr Helen Bodmer, Head of MRC & Health Research Team, Department for Business, Innovation and Skills
Mr Nathan Boubilil, Public Policy Consultant, French Foreign Trade Advisers
Mr Creon Butler, Director, European and Global Issues Secretariat, Cabinet Office
Dr Richard Cawley, Senior Economic Adviser, DG for Research & Innovation, European Commission
Dr Alex Churchill, Deputy Head, Defence Science & Technology Strategy, Ministry of Defence
Mr Ivan Collister, Former Deputy Director, Number 10 Policy Unit
Ms Nicole Dewandre, Adviser to the Director-General, DG for Information Society and Media, European Commission
Mr Brendan Dick, Managing Director, BT Regions, BT Group
Mr John Dodds, Director, Innovation, Department for Business, Innovation and Skills
Mr Mike Emmerich, Chief Executive, Commission for the New Economy, Manchester
Dr Chris Floyd, former Business Development Director, Rolls-Royce
Dr Simon Gardner, Evidence Manager, Evidence Directorate, Environment Agency for England and Wales
Mr Ross Gribbin, Deputy Director, Strategy Directorate, Department of Energy and Climate Change
Mr Richard Harries, Deputy Director, Innovation, Department for Communities and Local Government
Mr Mitchell Harris, Assistant Head, Programme Management Office for Civil Service Reform, Cabinet Office
Mr David Hart, Head of Economic Regulation and Quinquennial Review, British Airways
Dr Llyr Jones, Vice President, Latin America, Group Business Development, BAE Systems
Mr Gary Kass, Deputy Chief Scientist, Natural England
Mr Rupert Koci-Edwards, Government Strategy Analyst
Ms Andrea Lee, Deputy Director, Strategic Analysis, Department for Communities and Local Government
Mr Tim Luke, Senior Adviser on Business, Trade and Innovation, Number 10 Policy Unit
Dr Luca Martinelli, Policy Officer, DG for Information Society and Media, European Commission
Dr Chris McFee, Head of Civil Contingencies and Natural Hazards, Government Office for Science
Mr Gordon McGregor, Energy & Environment Director, ScottishPower
Mr Ewen McKinnon, Wellbeing and Big Society Policy, Analysis and Insights Team, Cabinet Office
Dr Alan Moodie, Operations Officer, Medicines Discovery and Development, GlaxoSmithKline
Dr Jan Marco Müller, Assistant to the Chief Scientific Adviser, European Commission
Mr John Parkinson, Deputy Director, Head of EU/International Co-operation at the Department for Transport
Mr Chris Pook, Deputy Director, Green Economy, Department for Business, Innovation and Skills
Ms Pauline Reeves, Deputy Director, Sustainable Travel and Equalities, Department for Transport
Ms Michelle Richmond, Director of Membership & Professional Development, Institution of Engineering and Technology
Mr Rohan Silva, former Senior Policy Adviser, Number 10 Policy Unit
Dr Robert Sullivan, CEO of Broadband Delivery UK, Department for Culture, Media and Sport
Mr Mark Swindells, Private Secretary to the Secretary of State, Department for Work and Pensions
Mr John Tesh, former Deputy Director, Capabilities, Civil Contingencies Secretariat (CCS), Cabinet Office
Dr Susan Windham-Bannister, President and CEO, Massachusetts Life Sciences Centre

Policy Fellowship Alumni (Members of the Fellowship elected in 2010/11)

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The Policy Fellowship would not have been possible without the support of the David Harding Foundation, the Isaac Newton Trust and the University of Cambridge. CSaP would also like to record its gratitude to Pembroke College for helping us to welcome Policy Fellows to Cambridge, and to all the members of the University and others who have given their time this year:

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