



Policy
Profession

Policy Profession
Prospectus 2018/19





Foreword from Sir Chris Wormald

In 2018 we celebrated five years since “12 Actions to Professionalise Policy Making” was published and invited the Canadian Government to peer review our work. Their overwhelmingly positive feedback drew out the following strengths:

- A shift in UK policy civil servants to recognising the professional skills required of policy work and identifying with the profession, rather than seeing themselves as generalists;
- A wide ranging central support programme, including the Policy Apprenticeship, the development of professional standards, a core learning curriculum and a highly rated, internally delivered, knowledge sharing programme;
- A cooperative effort across government. Centrally it is important we continue to support departments and develop central schemes and activities. Our motivated and engaged cohort of Heads of Policy and their teams in departments have been a critical part of the development of the profession to date - where we come together to share and learn from each other.

I recognise that the environment that we all work in is changing and becoming increasingly complex. This is why the ongoing development of the circa 18,300 civil servants identifying with the profession is critical to government capability and capacity, to support EU Exit and to continue to provide and develop effective advice and public services. There are extraordinary challenges ahead, and the ambition of and for the profession continues to grow across a range of areas. A cross-government team led by five departmental heads of profession are looking to develop the future direction of the profession, ensuring that we effectively prioritise the work we do together as a profession whilst continuing to support departments.

At the same time as this future-focused work, the profession will continue to deliver our existing programmes to develop an Open, Professional and Consistent profession. In particular, we will focus on:

- Continuing to embed the Policy Profession Standards, helping individuals and departments to use them to inform Continuous Professional Development, career journeys and their wider approach to policy making;
- Understanding more about the members of the profession. Who is in the profession? What does it mean to be a member of the profession?;
- Testing the market to widen our accredited learning offer beyond the current Executive Master of Public Policy programme;
- Expanding the existing knowledge sharing programme to reach more people;
- Strengthening engagement and understanding between civil servants and academics;
- Engaging widely - across and beyond the Civil Service.

Finally, I want to reiterate that I am most proud of how the profession has evolved to be highly collaborative, with a sense of collective ownership and purpose, and genuinely owned and enthusiastically supported by leaders across all departments of the Civil Service. It is thanks to a large number of you for enabling this to happen.

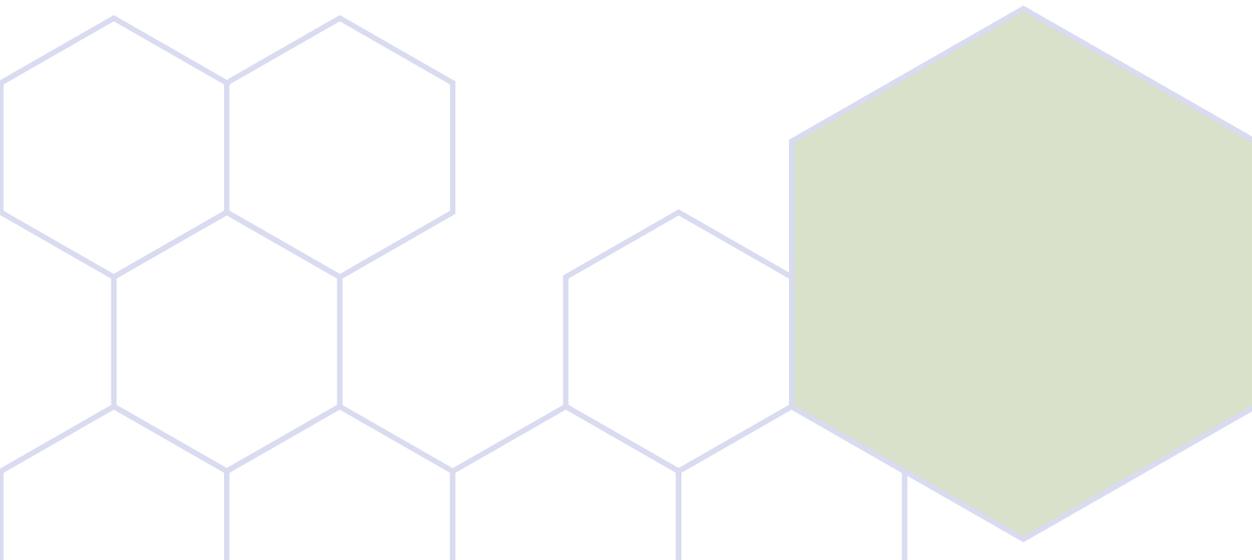
Sir Chris Wormald - Head of Policy Profession & Permanent Secretary, Department of Health and Social Care





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Learning and Development

The Policy Profession has developed a 'core curriculum' of digital learning courses and face-to-face workshops to correspond with the policy skill areas outlined in the Policy Professional Development Framework and Standards.

All digital learning topics across the policy curriculum are now available free of charge. Additional learning products are under development and learning for the skill areas not currently covered by the core policy curriculum can be found elsewhere within the wider Civil Service Learning (CSL) offer.

To further support your professional development and encourage knowledge sharing across the profession, an annual events programme has also been shaped.

The full offer for policy professionals is outlined within this prospectus, with products grouped according to their target audience. These groupings correspond with the three levels indicated in the Policy Professional Development Framework and [Policy Profession Standards](#).



*in development



Development Framework and Standards

The Policy Profession Unit has worked with over 500 colleagues across government, and other experts, to develop a framework setting out what skills a good policy maker needs to have.

The result is a description of the journey from basic knowledge to skilled leader across 18 skill areas, detailed in the Policy Professional Development Framework and Policy Profession Standards.

These have two purposes. Firstly, to create a consistent guide for policy makers, providing support to people and their career development at every level in the profession. This includes newcomers to the Policy Profession; perhaps apprentices, experienced policy makers from outside the Civil Service or individuals moving into a policy role from another professional discipline. We encourage breadth of experience and depth of expertise across the Policy Profession, in line with the goals set out in the Civil Service Workforce Plan 2016-2020. The second purpose is to assure a level of consistency of skill across departments, enabling the profession to be more Open, Professional and Consistent.

The levels are not explicitly linked to grades, as an individual's career journey and experiences could result in them being at different levels in different skill areas - maybe level 1 in one area whilst level 3 in another – regardless of their position within their organisation. Instead the expectations in knowledge and/or skills at each level are described.

Level 1: At this level the policy professional attains and demonstrates the working level knowledge required to operate effectively in a policy environment across all 18 skill areas.

Level 2: At this level the policy professional progresses from awareness to active application of policy making skills. Level 2 policy professionals are practitioners, usually leading a policy area and often leading a policy team.

Level 3: At this level the policy professional progresses to become a skilled leader, being able to demonstrate exemplary behaviours across the Civil Service.

The 18 policy skill areas are shown below. The full list of all the requirements for each skill, and at each level, can be viewed in the [Policy Profession Standards](#).





Evidence

Politics

Delivery



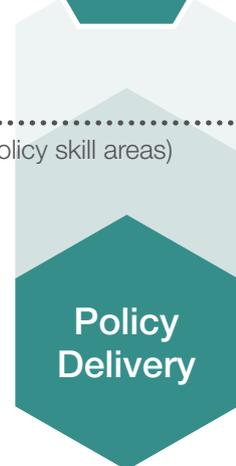
Level 1 - Attaining Knowledge

(Attains and demonstrates the broad working level knowledge across all 18 policy skill areas)



Level 2 - Applying Skills

(Progresses from awareness and knowledge to being a skilled practitioner in a selection of policy skill areas)



Level 3 - Leading the way

(Progresses to being a skilled leader of policy portfolios, with depth of expertise)



Level 1 Learning

Attain and demonstrate the working level knowledge required to operate effectively in a policy environment.

Level 1 is broadly equivalent to the learning that underpins the policy apprenticeship and Fast Stream learning, both of which are detailed in this prospectus.

The following topics are part of the core curriculum and are accessible via the [CSL website](#).

Free digital learning:

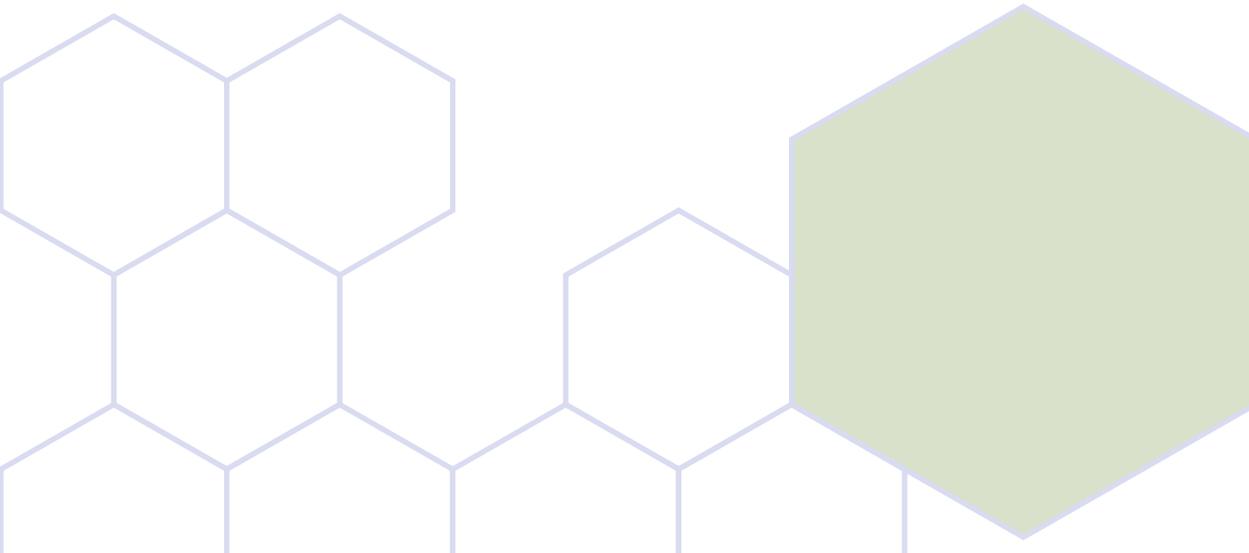
Introduction to Policy – 2 hours

This topic will introduce you to the fundamental issues policy professionals need to consider both when formulating policy recommendations and when planning and implementing the proposals. You will learn what policy is, how it is developed and what policy makers do. You will also come to understand what decision-makers need from policy advice, what expectations senior decision-makers such as Ministers and government officials have and how your advice is used.

Systems and Complexity – 2 hours

Most policy problems happen within a complex system, with multiple stakeholders, factors and influences. Using systems thinking to frame the problem can help you develop a more complete understanding of both the problem and the system that it exists in.

In this topic you will acquire an understanding of what a system is and be able to recognise the important components of a system. You will be introduced to some important concepts and techniques that can be used to help you understand a complex system and how they may apply to policy development.





Level 1 Learning

Analysing Evidence: Effective Collaboration – 2 hours 30 minutes

Good policies need good ideas but they also need strong support in the shape of robust data, evidence and analysis. This topic will introduce you to the benefits of evidence-based policy making and the variety of sources from which that evidence can come. You will understand how evidence is collated and analysed and how best to present it. To help build more collaborative and effective working relationships, you will find out about the many analytical professionals who operate within the Civil Service and even within your own department.

Workshops:

Policy Context, Design and Implementation – 9 hours

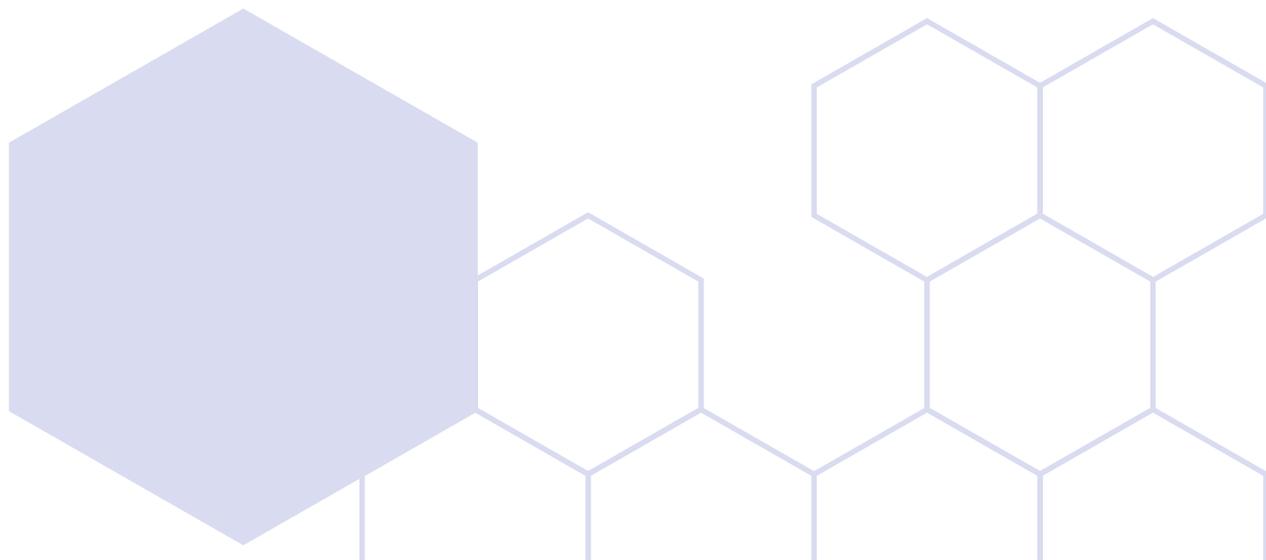
This workshop provides a practical overview of the fundamental principles of policy making. You will learn how to design, develop and test innovative and evidence-based policy options that can be implemented effectively, whilst taking into consideration the political, social and international perspectives.

Advising, Briefing and Drafting – 9 hours

A fundamental skill for policy professionals is to be able to provide clear, coherent advice to Ministers and senior officials. Through the use of engaging and practical examples, this workshop covers the essentials of drafting key documents such as ministerial correspondence, briefings and submissions, writing for different audiences and how to prepare for, and deliver, face-to-face briefing.

Communicating Policy Effectively – 5 hours 30 minutes

For a policy to be a success, not only must it be developed and implemented correctly, it also needs to be communicated effectively. This topic will introduce you to the basic principles of effective communication to help you engage successfully with stakeholders throughout the policy development process and to ensure policies land with a positive impact through strategic communications.





Level 1 Learning

Communicating and Negotiating Policy With Influence – 9 hours

This topic will help you develop your knowledge and skills when negotiating, influencing and consulting with stakeholders. Through a variety of practical stakeholder engagement exercises, you will have the opportunity to practice a range of approaches and techniques designed to develop your engagement and influencing skills. The workshop also covers the importance of building credibility and relationships with people outside of formal consultation and negotiation processes, to achieve desired outcomes.

Behavioural Insights – 7 hours 30 minutes

Behavioural science teaches us to consider how and why people behave in certain ways. We can use these insights to consider how people are currently behaving and to ask 'why?' By answering these questions, we can use those insights to consider how services or policies might be designed in a way that positively influences behaviours – helping customers to make better choices for themselves. Behavioural science now plays a larger role in policy making by anticipating and testing how people might react. This topic highlights how this can be applied in practice.

Quality of Evidence, Uncertainty and Risk – 9 hours

Research and evidence are critical components of the decision-making process across all parts of the Civil Service, not just the Policy Profession. Civil servants have access to so many sources of information that knowing which ones are most useful and reliable can prove tricky. An engaging 1-day workshop, delivered by the Alliance for Useful Evidence, this learning is designed to help build your confidence in assessing, compiling, assimilating, distributing, interpreting and presenting a strong evidence base.



Level 1 Learning

Policy Framing: Problem Structuring and Analytical Thinking – 1 x 4 hour session and 1 x 2 hour session

This topic draws on management consultancy tools to help you define problems quickly and precisely, so that advice, policy analysis, and strategy projects are focused effectively. You will learn how to present arguments by thinking in a clearer, more structured way and to be focused and efficient in assessing options and making decisions. In the initial 4 hour session you will learn about structured-thinking tools and how to apply them to your role. A month later, a 2 hour follow-up session will give you the opportunity to discuss your experiences in applying the new tools and skills and to draw on the support of the expert practitioners.

Data and Analysis – 9 hours

The growth of open data has changed how data is collected and analysed, allowing managers, analysts and policy professionals to change how they make decisions. In this topic you will explore how data, and specifically open data, can be used to improve policy development and implementation. You will also explore how to interpret data accurately and how to communicate data effectively.

Ten Things You Really Need to Know About Statistics - 1 hour 15 minutes

This introductory workshop introduces some key statistical themes including data sources, correlation and causation, errors and uncertainty, statistical models, putting statistics in context, why presentation matters and checking your sources.

This in-house training, delivered by the Government Statistical Service, is available on request. For more information, please contact: goodpracticeteam@statistics.gov.uk



Policy Apprenticeship

In June 2016, the Policy Profession took the decision to introduce a new entry-level policy apprenticeship that offers both high-quality learning and exciting career development opportunities.

Our aim for this apprenticeship is to build the capability of policy makers, both within and outside of government.

The policy apprenticeship is a level 4 (equivalent to Higher National Certificate) qualification for those who are either looking to start a career in policy or who are in the early stages of their career and would like to compound their understanding of the policy officer role.

The apprenticeship will be a structured 2-year development programme, where 20% of the time will be spent undertaking off-the-job learning activities. These will be a combination of: formal learning with a registered apprenticeship training provider, developmental activities with line managers and mentors, job shadowing opportunities across the wider policy sector and peer-to-peer coaching with fellow apprentices.

The Policy Profession Standards were used to develop the Apprenticeship Standard and as a result, the two closely coincide. The apprenticeship, which aligns to level 1 of the Policy Profession Standards, will ensure apprentices develop a thorough understanding of many of the 18 skill areas. The Apprenticeship Standard stipulates that apprentices must develop and be able to demonstrate:

Knowledge of:	Skills:	Behaviours:
Policy Area	Evidence Gathering	Continuous Learning and Agility
Organisation	Evidence-based Problem Solving	Big Picture Thinking
Political Environment	Evaluation	Looking to the Future
Contextual Factors	Presentation Skills	Working Collaboratively
Programme and Project Management	Communicating with Influence	Resilience
Commercial Awareness	Time Management	Self Awareness
Consultation Process		
Policy Delivery		



Policy Apprenticeship

The end of the apprenticeship will be marked by a structured assessment process, which has been designed by members of the Policy Profession. This will see apprentices undertake a multiple-choice test, a written policy exercise, a presentation with Q&A and a professional discussion. The assessment model and grading criteria will be the same for all apprentices, regardless of their workplace. This will ensure parity of capability for qualified apprentices across the sector.

The Policy Apprenticeship Scheme is open to both existing civil servants and those outside of the Civil Service, who are looking to begin a career in policy. Those who do not already hold a qualification in public policy will be eligible to apply. It is hoped that by offering a structured training and development programme to those from non-university backgrounds, we will broaden the demographic makeup of the profession and encourage diversity of thought within the policy making space.

If you would like to know more about the Policy Apprenticeship Scheme, please contact:
apprenticeships@policyprofession.gov.uk



Fast Stream Learning

The Policy Profession has created specific internally delivered Fast Stream policy courses to build the capability of our next generation of senior leaders.

These courses have been designed by professionals across departments and involve senior leaders sharing their experiences and knowledge to develop the talent pipeline.

Our aims are twofold:

- Fast Streamers understand at the start of their careers: what policy is, how it operates in the Civil Service, and why it is relevant to them, irrespective of their professions
- In-depth, stretching and targeted policy learning to prepare Fast Streamers as they move into senior roles.

We achieve these aims through:

- Fast Stream Induction
- Tailored 'Working in Government' content, which includes:
 - Senior leader perspectives
 - Workshops on Policy, Parliament, Devolution and Implementation.

Fast Stream: Policy Base Camp

A three-day stretching, fast paced and interactive course designed especially for year three and four Fast Streamers. There are a range of workshops which Fast Streamers can choose from, such as Finance, Statistics, Policy Lab, Behavioural Insights and Digital, all of which are led by relevant professionals. The course culminates on day three with a real-life policy challenge. Fast Streamers apply the skills and knowledge learnt throughout the three days and then present their ideas to a senior panel comprising of Permanent Secretaries and Director Generals.

In addition to our internally delivered courses, all Fast Streamers can attend our Knowledge Series events and have access to the curriculum pathway for centrally managed Fast Streamers, which includes free digital learning on EU, Devolution and Parliament, plus the Advising, Briefing and Drafting workshop.



Level 2 Learning

Progress from awareness to active application of policy making skills.

Level 2 policy professionals are practitioners, usually leading a policy area and often leading a policy team.

Please contact:

policy.profession@policyprofession.gov.uk
for more information on the following learning.

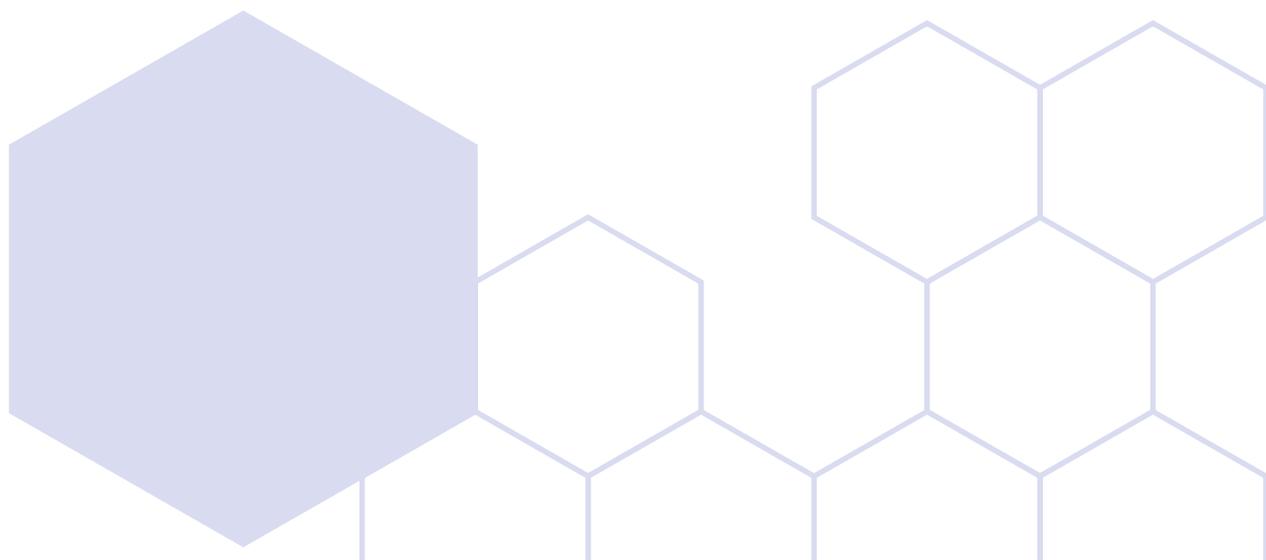
Contented Committees: Effective Explanatory Memoranda (EMs) – 3 hours 30 minutes

This half-day course is for policy professionals who would like to develop their secondary legislation skills. Pre-reading will be provided to bring you up to speed. This course is free of charge and runs every two months. You will learn how EMs work, typical timelines of Statutory Instruments (SIs) and EMs and how your role fits in, common mistakes made, how to avoid them and how to write an effective EM to accompany an SI.

Knowledge Series Events

The Knowledge Series was introduced in 2014 and is a platform that enables you to learn from the real experiences, insights and achievements of other civil servants, academics and experts with relevant stories to tell.

These events aim to spread learning across government, thereby helping us to reduce duplication and avoid repeating mistakes. They seek to support you as a policy maker in being as open, consistent and professional as possible and they serve to nurture networks of policy professionals, ensuring that sharing and learning continues beyond the events themselves. They are typically 2-3 hours and highly interactive. In 2017 topics ranged from the challenges of managing a programme as complex as HS2, to Managing Trade Negotiations, to presenting data and evidence powerfully.





Level 3 Learning

Progress to become a skilled leader, being able to demonstrate exemplary behaviours across the Civil Service.

Executive Master of Public Policy (EMPP)

The EMPP is a unique part-time qualification for working professionals, running for more than 19 months, co-designed and co-delivered by the Civil Service and the London School of Economics. It is aimed to develop those people with the talent and drive to reach the very highest levels of the Policy Profession. The EMPP equips senior and high-potential civil servants with the cutting-edge analytical tools required to deliver effective policy in an increasingly complex and interdependent world.

The programme comprises of: four taught modules (three core and one elective); three 'Policy in Practice' weekends, co-delivered by a leading practitioner and leading academic which will explore contemporary practical policy issues; and a group-based Capstone Project exploring real-world current policy issues.

Individual departments seek applications from those wishing to be considered for the programme during the second quarter of the year.

For more information on the EMPP, please contact: empp@policyprofession.gov.uk

Policy Excellence Group Conference

First launched in May 2014, the annual Policy Excellence Group conference brings together senior policy leaders to share perspectives within and across departments. Themed around a current policy issue, delegates have the opportunity to hear from Permanent Secretaries and subject matter experts in both plenary and seminar-style sessions.

Each event aims to support the development of a cross-government community of practice, providing delegates with the space to share ideas, to learn from one another and to leave feeling confident, inspired and empowered.

The theme for 2018's conference was 'Diversity: the importance for both policy making and the Policy Profession'. We know that we need diversity of ideas to solve the most complex problems in society and we need to be able to think in different ways. We also need to be at our most creative during times of significant challenge and this requires people with different skills, backgrounds and experiences. We need to be able to bring together, as well as reflect, the views and experiences across the spectrum of UK society to develop policy options, and be mindful of the barriers that may limit that.

The theme for 2019's conference is 'Beyond EU Exit: A strong and effective Policy Profession'.

Themes of previous conferences have included:

- Policy Making 2015 - 2020
- Policy Challenges following the Spending Review
- Exiting the EU: Policy Profession skills.



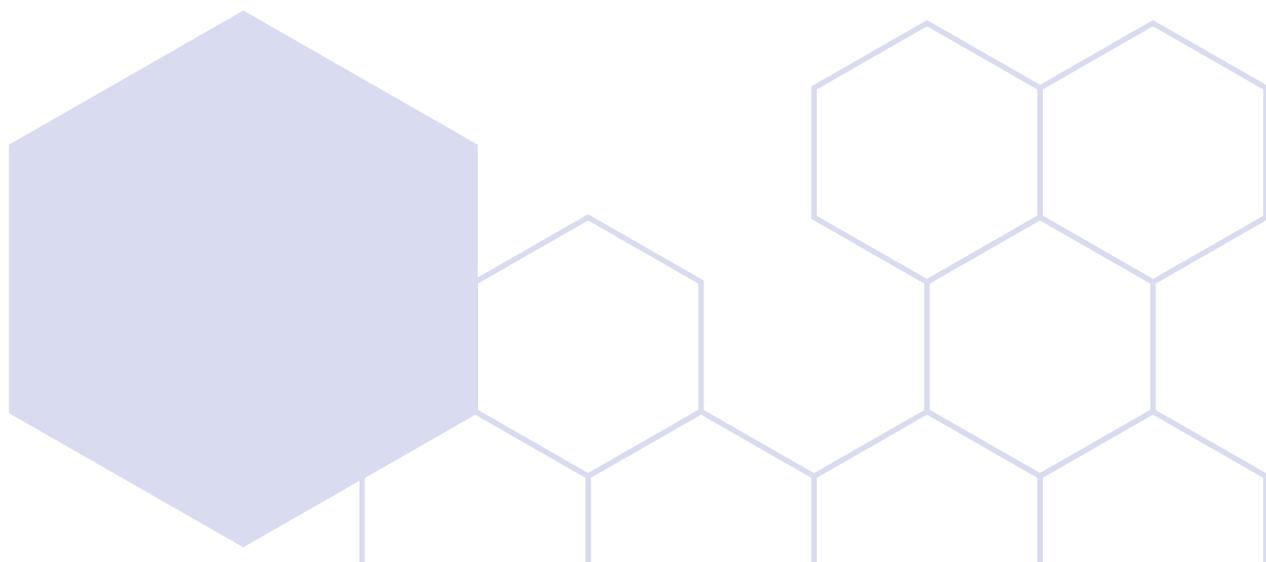
Level 3 Learning

Four Nations

Four Nations is an annual conference that brings together SCS colleagues at Director level around a theme with relevance to the four administrations of the UK. It is a forum to share issues, insights and experiences between our respective Policy Professions.

The inaugural conference in 2016 was hosted by the Welsh Government in Cardiff, followed by the 2017 conference in Belfast and the 2018 conference in Edinburgh. They all had the purpose of enabling discussion and exchange of policy making experience across the four territories, and all conferences have received very positive feedback. In 2019 Four Nations will be hosted by Leeds City Council, in the city centre of Leeds.

A write-up of the 2016 conference is available on [Civil Service Blog](#).





Internal Learning Opportunities

We recognise the value of learning from peers across government.

If you are interested in attending - or contributing to - any of the events below, please contact: policy.profession@policyprofession.gov.uk

Leaders Teaching Leaders Events

Meeting the needs of SCS policy professionals, each of these half-day events is led by a Permanent Secretary. The sessions offer you the opportunity to learn from the experiences and insights of those at the top of the profession, share with and learn from peers across government and develop your professional networks.

The sessions include personal views from a Permanent Secretary, a strategic overview from a senior colleague working at the Centre, departmental case studies on key policy challenges, and the discussion of challenges and successes at departmental and individual levels.

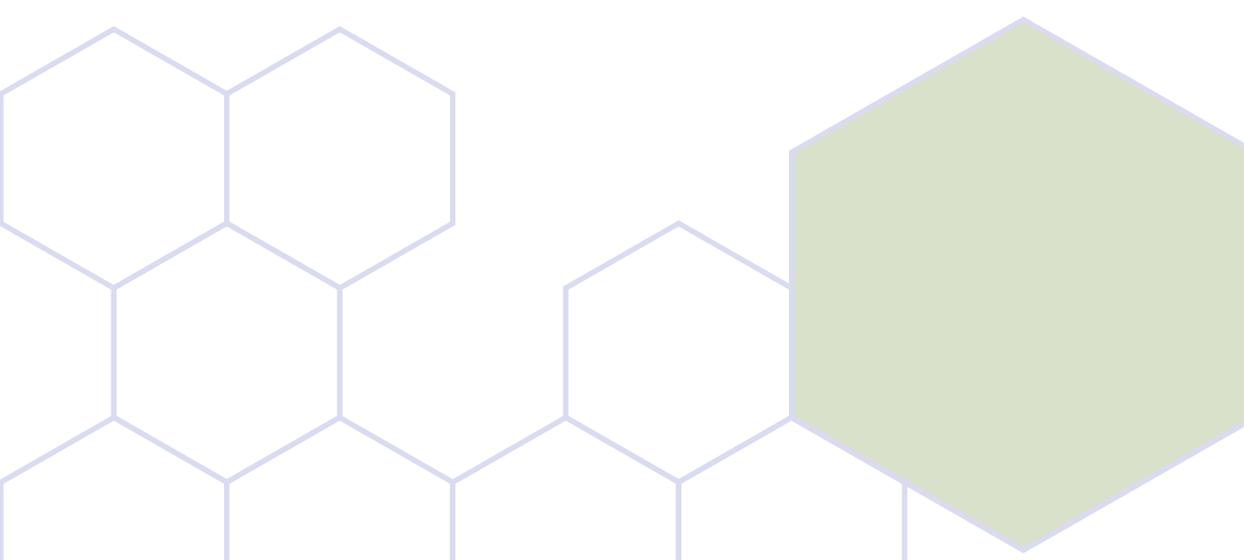
SCS Masterclass Events

These events - led by senior leaders - are short, sharp, 'hot topic' sessions. We provide an opportunity for speakers to invite their peers to discuss departmental challenges, perspectives and concerns candidly in a safe space.

SCS External Corporate Induction Events

The Civil Service Leadership Academy is a new approach to supporting senior leaders to be truly effective in the unique context of Government. A key priority for the Academy is to support senior leaders who are externally recruited upon entry to the SCS, providing access to a series of learning and networking opportunities as part of our 'Civil Service Orientation' offer.

These quarterly networking events form a core part of the offer, providing an interactive session for new SCS colleagues to gain a solid understanding of the core business of the Civil Service, meet with peers, share information and draw from the experiences of others in a senior role.





Knowledge is power: are you making the most of yours?

As a senior manager you have an amazing asset - your experience.

Just as you learned much from others before you, you are now exceptionally qualified to help grow the leaders of the future.

We see the value of civil servants learning from one another and help to make it happen. We do this by hosting events at which leaders at all levels have the opportunity to share their experiences with audiences keen to learn. SCS share insights with those that aspire to reach the top; managers discuss projects and programmes, the hazards they encounter, and the solutions they have been part of. These experiences and views are invaluable because they come from people, not textbooks.

We can offer you opportunities to share your expertise, build your understanding of others' challenges, and raise your own professional profile.

Please contact:

policy.profession@policyprofession.gov.uk if you are interested in contributing to any of the events below:

- **Policy Profession events**

These short workshops and seminars help to spread learning, reduce duplication and avoid repeating mistakes. From the Knowledge Series to SCS Masterclasses, these events are platforms for civil servants to learn from the real experiences, insights and achievements of leaders at all levels.

- **Fast Stream courses**
There are opportunities for subject matter experts to develop and deliver Fast Stream-specific workshops and seminars, from the flagship Fast Stream Policy Basecamp to Fast Stream Induction.
- **Civil Service Leadership Academy Launched in October 2017**, the Civil Service Leadership Academy (CS LA) is a new approach to leadership learning. We bring our leaders together to share experiences and best practice, learn from each other and strengthen how we work collectively. At the heart of the Academy is the CS LA Faculty, a unique network of leaders who are passionate about sharing their experiences and building the capability of leaders at all levels. Faculty members commit five days per year to involvement in CS LA activities, whether shaping, commissioning, or developing learning opportunities, or delivering a session at one of our events, such as an SCS Base Camp. If you are interested in joining the CS LA Faculty, please contact: csleadershipacademy@cabinetoffice.gov.uk



Parliamentary and EU Learning

The Government is committed to leaving the European Union and getting the very best deal for the United Kingdom.

With the extraordinary programme that the Government has to get through over the next few years, it has never been more important for policy professionals to understand Parliament and the way it works.

An increased level of knowledge of both the EU and Parliament will enable policy professionals to work more confidently with stakeholders in securing better deals for the UK. The following pages explain first what parliamentary learning is available, followed by EU specific related learning.

Parliamentary Learning

Free digital learning:

Free digital learning about Parliament is available to access on the [CSL website](#) and currently consists of the following courses:

Induction: an Introduction to Parliament – 1 hour

This digital course introduces you to the workings of Parliament. It covers the differences between the Lords and the Commons, how a government is formed, how laws are passed and tax and expenditure is approved, as well as some of the terminology and roles specific to the Palace of Westminster.

Parliamentary Process – 1 hour

As a policy official, you need to know how the Houses of Parliament operate, how legislation is passed and how Parliament examines and challenges the work of Government. This digital learning module sets out all these processes and explains Parliament's personnel, terminology, timetables and committees, as well as the stages of a Bill and the types of legislation.

Introduction to the Role of Ministers – 30 minutes

This digital learning describes who Ministers are, what they do and how civil servants support them. You will find information on the Ministerial Code and the difference between Cabinet Ministers, Ministers of State and parliamentary secretaries and discover what a special adviser is.

Workshops:

Parliamentary Insights – 1 hour

These free hour-long lunchtime events are in two series: one for all grades and one for SCS. Both include knowledgeable experts talking about the work of the House of Commons and the House of Lords and aim to increase understanding of how Government is going to be scrutinised, how Parliament works and how it impacts your job. The specific SCS events concentrate on responsibilities of SCS in relation to Parliament.

The topics on offer are:

- Introduction to Parliament
- Primary legislation
- Delegated legislation



Parliamentary and EU Learning

- Select Committees
- Debates and voting
- Pre- and post-legislative scrutiny
- Parliamentary Questions.

Understanding Parliament: Foundation – 7 hours

This full-day course has been designed for colleagues in roles specific to EU Exit, and/or those who are new to policy. It provides an overview of Parliament's work, role, powers and processes. The course is delivered through a mixture of presentation, discussion and exercises, and is suitable for those with little to no experience or knowledge of Parliament.

Participants will learn about:

- The UK Parliament's work, role and processes
- How Parliament holds their department to account
- Why Parliament is important to their role.

Understanding Parliament: Practitioner – 7 hours

This full-day course has been designed for colleagues in roles specific to EU Exit, and/or those who are new to policy. It provides you with practical advice on managing parliamentary processes, and helping your department maintain good parliamentary relations. It is suitable for learners with some knowledge/experience of Parliament, or those that have completed the Foundation course.

Participants will learn about:

- How government departments manage parliamentary processes
- How they can support their department in dealing with parliamentary work
- The timescales, processes and relationships involved in key parliamentary activities.



Parliamentary and EU Learning

Bespoke training:

A range of bespoke training solutions are available to develop your team's knowledge of Parliament. The training can be adapted to suit a range of learning styles, lengths and audience sizes.

Training can be arranged on topics including (but not limited to):

- An introduction to Parliament
- The relationship between Parliament and Government
- Primary and secondary legislation
- Parliamentary Questions & debates (including Urgent Questions)
- Select Committees
- The day to day work of MPs and Members of the Lords
- Parliament and public finances.

Accounting Officers' Course – 4 hours

This course is designed for newly appointed Accounting Officers or Additional Accounting Officers. It will help you understand your responsibilities for the use of public money and accounting to Parliament. The workshop includes guest speakers from HM Treasury and the National Audit Office, and opportunities to learn from and share knowledge with delegates, from a wide range of public and private sector backgrounds.

Managing a Bill through Parliament

As a policy professional, you may be required to manage the passage of a Bill through Parliament. This demands a range of skills and knowledge, including an understanding of parliamentary procedure, stakeholder management, political awareness and an understanding of the pressures on Ministers. The Cabinet Office's Parliamentary Business & Liaison (PBL) team provides expert training to Bill Teams across the Civil Service to help them navigate this process.

For more information on parliamentary learning, please contact:
parliamentarycapability@cabinetoffice.gov.uk

EU Learning

Free digital learning:

European Union: Understanding the Essentials – 2 hours

Understanding how the European Union (EU) works has never been more important. Even before the EU referendum, Cabinet Secretary Sir Jeremy Heywood stated that EU awareness needed to be improved across the entire Civil Service. This digital topic will improve your knowledge of the EU's core principles and institutions and help you understand the context within which the Civil Service operates as we begin the process of leaving the EU.



Parliamentary and EU Learning

Workshops:

EU Skills 1: Understanding and Working with the EU – 7 hours 30 minutes

This workshop has been designed to equip staff with a thorough understanding of how the EU works legally and institutionally. It is aimed at staff who are new to their role in working on EU policies that affect the UK. It focuses on increasing or embedding participants' knowledge of the EU and its working practices.

Participants will gain:

- A thorough understanding of how the EU treaties and institutions are structured and how EU decisions are made
- Greater knowledge of priority policy areas and the EU's involvement in them
- A strong baseline knowledge to support positive policy outcomes through the process of exiting the EU.

EU Skills 2: EU Exit and New UK Partnerships – 7 hours 30 minutes

This workshop has been designed to help staff in their work in the process of the UK withdrawing from the EU. It is aimed at staff who may have attended EU Skills 1, or who have sufficient knowledge in EU matters and would benefit from focusing on the process of the UK withdrawing from the EU.

Participants will gain:

- A stronger understanding of the aspects of the UK that will be impacted by the UK's withdrawal from the EU
- An increased awareness of the UK's position on the world stage
- A better viewpoint of the opportunities and losses that will arise for the UK as a third country.

EU Skills 1 and 2: Delivering Positive Policy Outcomes – 2 days

This 2-day workshop combines the EU Skills 1 and EU Skills 2 workshops described above, allowing participants to complete their key EU-related learning in one go.



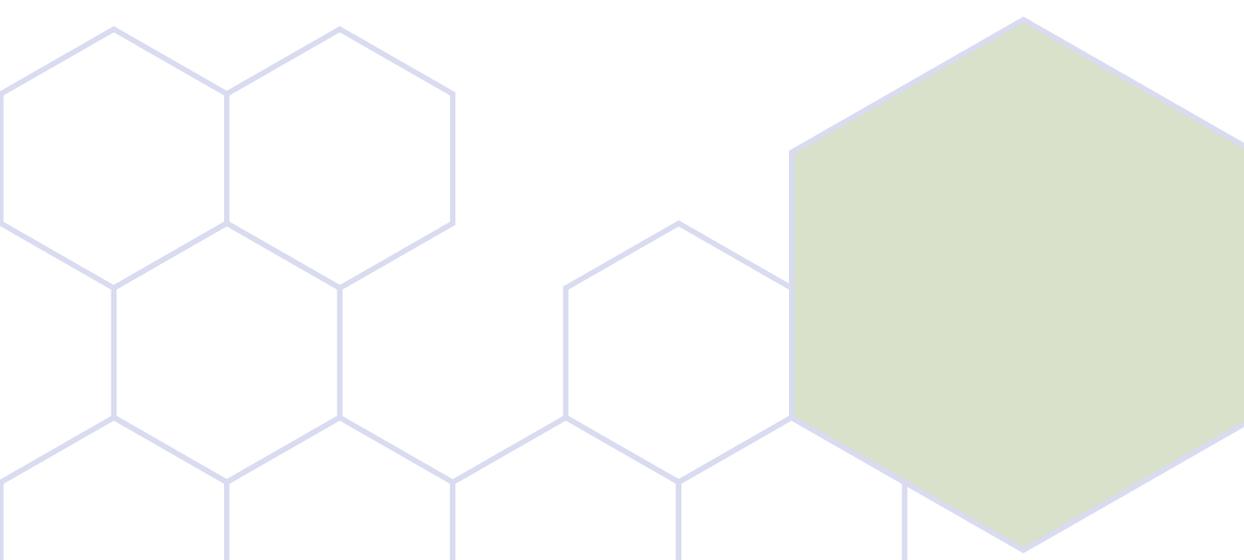
Parliamentary and EU Learning

EU Policy Programmes

There are two programmes for policy professionals who are working in EU Exit related roles. The first, 'EU Essentials', covers learning for those new to the Civil Service and/or the Policy Profession. The second 'EU Policy Practitioner' includes learning for those who already have a degree of policy knowledge and experience. The programmes allow peers to work through the learning together, supporting each other as they progress through the learning activities.

Both programmes include learning from the core curriculum, the relevant Understanding Parliament workshop (foundation or practitioner), and either 'EU Skills 1: Understanding and Working with the EU' or 'EU Skills 2: EU Exit and New UK Partnerships', depending on which programme the learner is undertaking.

For more information on the EU Policy Programmes, please contact:
policy.profession@policyprofession.gov.uk





Devolution Learning

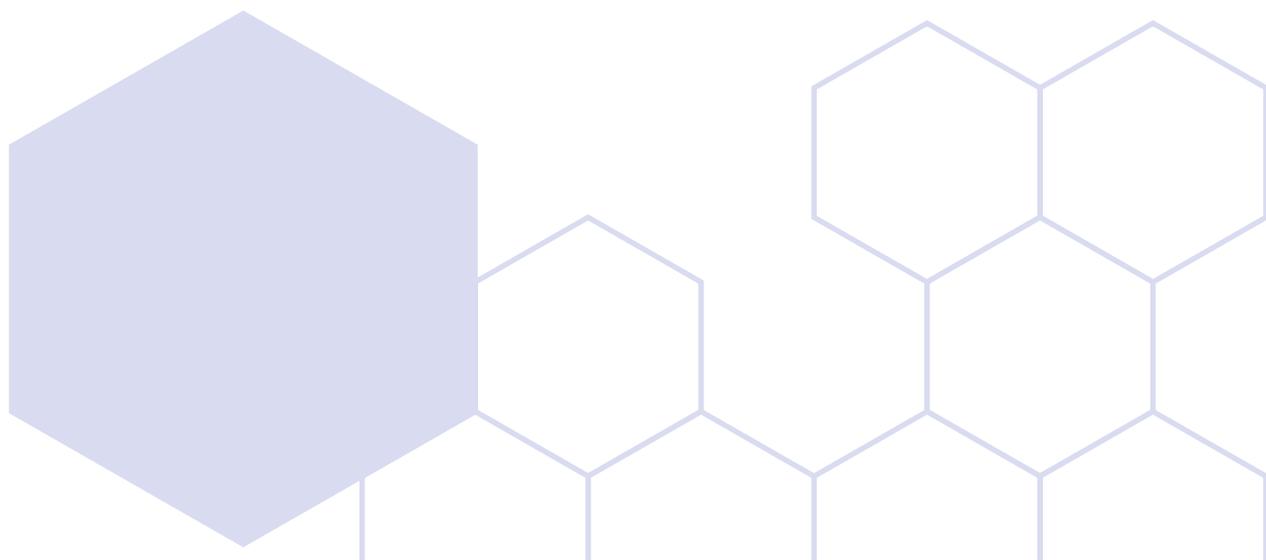
The following two topics focus on devolution and are accessible via the CSL website.

Devolution and Intergovernmental Working - 4 digital modules – 3 hours 40 minutes

In recent years, more and more powers have been transferred from the UK Parliament to the assemblies in Wales and Northern Ireland and the Scottish Parliament. These interactive modules explain the differences between devolved administrations and devolved legislatures, reserved and devolved powers and the asymmetrical nature of devolution. You will also learn about devolution settlements, decentralisation, City Deals and intergovernmental relations, as well as the 'Devolution Memorandum of Understanding and Supplementary Agreements'.

Devolution and Intergovernmental Working - 4 digital modules and 1 x half-day workshop – 8 hours

This series of digital tutorials designed to build awareness of policy development implications for intergovernmental working will show you how 'one Civil Service' supports multiple Governments. Culminating in a workshop where case study practice is led by serving Government officials, the learning will demonstrate how intergovernmental policy implementation works in practice. You will understand the boundaries and complexities of the devolution settlements and understand how UK Government policy communications and stakeholder engagement work across different parts of the UK.





EDS Projects' Future Policy Network

We are a centre of policy innovation, bringing together a network of innovation teams across government to tackle cross-cutting policy and service design challenges.

The Economic and Domestic Affairs Secretariat (EDS) Projects Team is based in the Cabinet Office. We work on some of the Government's most complex problems and deliver:

- Short policy or service design projects - by generating new insight and ideas for departments
- Long-term, cross-cutting strategic analysis - by providing leadership and raising capability on future trends and horizon scanning
- The latest thinking and knowledge about innovative policy making - including championing new methodological approaches across government.

EDS Projects and the Future Policy Network (which includes teams such as GO-Science, Office for National Statistics, Open Innovation Team and Policy Lab) have extensive experience in executing novel and innovative approaches. We work with departments in applying different policy and design tools, including:

- Behavioural Insights
- Co-design and co-creation with people affected
- Collaborations with external experts and the academic community
- Innovative financing approaches
- New partnership models
- Rigorous testing to deliver evidence on 'what works'
- The latest data science techniques and approaches to impact measurement.

Our projects have included running behavioural trials around reducing mental health service drop-out, using commercial insight to raise the efficiency of the childcare market, exploiting the Government's complaints data to spot live issues and trends, working with industry to trial new drone applications and developing analysis of future job automation.

We are also working with departments and public sector organisations, including the Policy Profession and Strategy Units across government, to share knowledge about innovative policy techniques and drawing on the latest national and international practices.

For more information on the EDS Projects' Future Policy Network, please contact:
eds-projects@cabinetoffice.gov.uk



Policy Lab

We put people at the centre of policy making, using design, data and digital tools to understand what is really happening, and work with people affected to improve policies and services.

Policy Lab is a small team of designers, researchers and policy makers, based in the Cabinet Office but serving the whole of government.

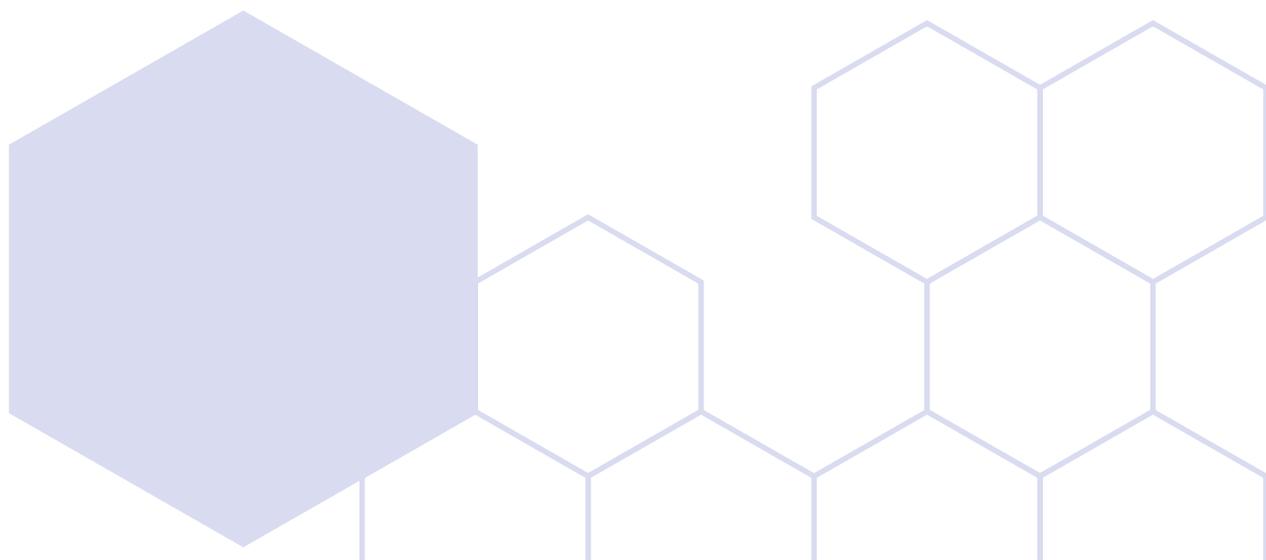
The Lab creates a neutral space for policy makers to collaborate across departments and engage with the public and external experts. We aim to:

- Deliver new policy solutions through projects with departments
- Build the skills and knowledge of the Policy Profession and wider Civil Service
- Inspire new thinking and innovations in policy through our experiments and writing.

Since we established in 2014, the Lab has run over 20 large projects across departments. These include working with MHCLG to improve the experience of tenants and landlords in the private rental sector; with DWP on how people with long term health conditions and disabilities might be supported to return to work; and with the Home Office on building capability of the police and courts in digital forensics.

We have also reached over 6,000 civil servants through our workshops, training and projects; and worked with many more frontline workers and end users in developing and delivering new policies.

More information can be found on our [slideshare](#) and the [Policy Lab Blog](#). Get in touch with us at policylab@cabinetoffice.gov.uk, or on [Twitter @PolicyLabUK](#).





Implementation Unit

A key function of an effective Civil Service is ensuring that policy decisions Ministers have taken are put into practice and have their intended impact.

As a policy professional, it is therefore essential to consider implementation from the start and throughout the policy making process. The Prime Minister and Cabinet Ministers have made it clear that they want the Civil Service to be focused on the implementation of its agenda over the course of this Parliament.

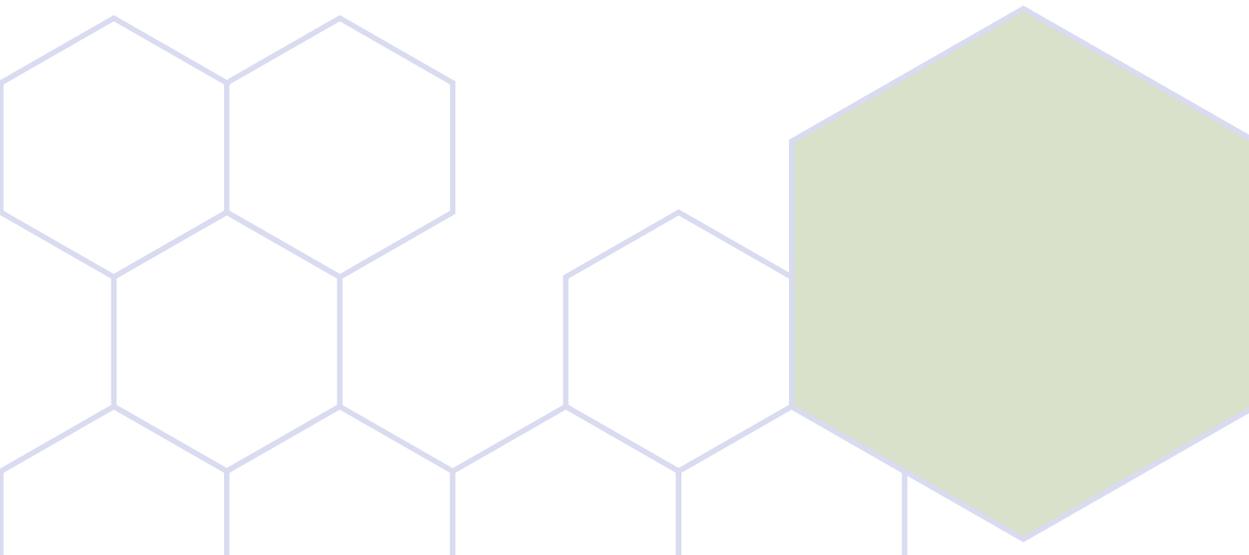
The successor to the Prime Minister's Delivery Unit, the Implementation Unit (IU) provides support and challenge to departments as they implement the Government's top priorities.

The Prime Minister, Government Ministers and the Cabinet Secretary use our work to inform their decision-making and this provides us with the opportunity of offering an unrivalled insight into the heart of government.

We strive to be valued by Ministers and departments alike for:

- Bringing high quality and robust analysis, including evidence from the frontline, to bear on some of the Government's most complex implementation issues
- Providing creative and objective insight to challenge established thinking about what is possible and what can be done
- Working collaboratively with a wide range of people to find rapid and innovative solutions to implementation problems.

We support the Prime Minister to understand performance across the Government's priority issues and in ensuring the right actions are being taken to deliver them. We play a lead role in shaping and supporting delivery across a wide range of policy areas, including issues such as welfare, housing, immigration, tackling modern slavery, crime and justice, employment, healthcare and education.





What Works Team

We aim to improve the way government and other organisations create, share and use high quality evidence for decision-making.

The What Works Team is a small team in the Cabinet Office, dedicated to increasing the effectiveness of public spending.

We help improve the availability of evidence through our network of 14 What Works Centres who generate, translate, and encourage evidence adoption among practitioners and policy makers across a wide range of policy areas, including education, health, policing and wellbeing. The centres assess the existing evidence base in specific policy areas and issue guidance on cost effective practice. Where evidence is weak or unavailable, these organisations help decision-makers in government and frontline services by commissioning trials to test what works.

We also build capability in government to generate high quality evidence through our What Works Advice Service. This includes:

- Rapid advice through our Cross Government Trial advice panel, which consists of experts from government and academia. Since 2015, the panel has supported 18 departments and agencies in testing whether their policies and programmes are working. If you are looking to conduct an impact evaluation and would like free advice, get in touch at TrialAdvicePanel@cabinetoffice.gov.uk. You can find more information about the panel and its members at: <https://www.gov.uk/government/publications/cross-government-trial-advice-panel-role-and-membership>
- A free consultancy service from our Evaluation Lead, including ad-hoc advice and support, independent peer review of evaluation plans and tenders and workshop facilitation.

More information can be found on [gov.uk](https://www.gov.uk) and the [What Works Blog](#). Get in touch with us at whatworks@cabinetoffice.gov.uk or on [Twitter @WhatWorksUK](#).



Universities in Westminster

The Policy Profession and the Civil Service are continuing to build relationships with academic colleagues to ensure that we can gain more from their insight, knowledge and research.

We are looking at how we can expand engagement between the Policy Profession and universities across the UK in 2018/19, making sure we are connected with the widest range of research and expertise nationally and internationally.

We currently offer a range of opportunities where civil servants can engage with leading academics:

- **SCS Masterclasses: the Blavatnik School in Whitehall (half-day)**
The extremely popular series will continue into 2018/19. Speakers so far have included: Professor Eldar Shafir (Princeton University), Professor Ngaire Woods (Dean, Blavatnik School of Government), and Professor Sir Paul Collier (Blavatnik School of Government).
- **LSE lectures (evening)**
These short lectures have content focused on leaving the EU. 2018 lectures included: 'UK Foreign Policy after Brexit' and 'The Future of the UK's Industrial Strategy and the Regional Impact of Brexit'. They are open to all civil servants.
- **SCS Masterclasses: the University of Bath (half-day)**
This series started in spring 2018 with a trade themed session.

There are also other policy related learning opportunities available from:

- **University of Bath: Institute for Policy Research**

The Institute for Policy Research (IPR) at the University of Bath offers a Policy Fellowship to SCS. It is a highly flexible programme, tailored to the needs of officials in different departments. Meetings are arranged with leading academics that enable participants to discuss and debate leading edge research on issues of their interest. No fees are charged, participants simply pay for travel and accommodation. Find out more at: <https://www.bath.ac.uk/collections/institute-for-policy-research/>

Information about IPR events can be found at:

<http://www.bath.ac.uk/ipr/events/index.html>



Universities in Westminster

- **The Blavatnik School of Government, University of Oxford**

The Blavatnik School of Government at the University of Oxford offers a Masters in Public Policy which is an intensive year long course where the programme draws lessons from a range of disciplines as diverse as economics, law and philosophy, as well as from the public, private and third sectors. The student body is strongly multinational and gives students an invaluable learning experience: they can learn from one another, expand their knowledge and test new ideas. Find out more information at: <https://www.bsg.ox.ac.uk/study/mpp>

For those wanting to do more in-depth academic research, Blavatnik have a Doctorate in Public Policy that is structured as a full-time course over three years, although there is a part-time option structured over 6-8 years for those in exceptional circumstances. The course has an emphasis on solving pressing public problems and provides robust training for understanding particular policy challenges and for evaluating, devising or implementing policy solutions. Find out more at: <https://www.bsg.ox.ac.uk/study/dphil>

Information about Blavatnik events can be found at: <https://www.bsg.ox.ac.uk/events>

- **University of Cambridge: Centre for Science and Policy**

The Policy Fellowships Programme at the University of Cambridge: Centre for Science and Policy (CSaP) delivers opportunities for decision-makers from government and industry to forge useful and lasting connections with researchers.

CSaP Policy Fellowships are for two years. At the earliest opportunity, the Policy Fellow spends five days at the University (in one or more visits), meeting around 30 senior researchers and attending workshops and seminars. The schedule of meetings with academics is unique to each Fellow; academics are chosen for their relevance to the list of questions drawn up by the Fellow. After just one week, the Policy Fellow will have established their own network of contacts within academia. Find out more at: <http://wc.uk/policy-fellowships/>

All Policy Fellows and alumni join the Policy Fellows Network, made up of CSaP Policy Fellows from Whitehall and beyond, as well as the range of researchers who support the programme. Fellows have the opportunity to attend, initiate and speak at a range of events at which the Fellowship is convened; and access to a range of on demand and ad hoc opportunities.

Information about CSaP events can be found at: <http://www.csap.cam.ac.uk/events-overview/>



Universities in Westminster

- **History & Policy (H&P)**

H&P promotes better public policy through a greater understanding of history, as the central ethos of H&P is that knowledge of the past can broaden our understanding of the present and help us to resolve contemporary dilemmas. H&P is a national network of 500+ academic historians and an independent forum for the expression of historical perspectives on today's policy issues. H&P publish high quality historical research with explicit relevance to modern policy making, which is available for free online and searchable by subject. View the website at: <http://www.historyandpolicy.org/>

Since H&P was founded in 2002, links have been cultivated with policy makers including elected politicians, civil servants and third sector figures. Various events and series have been run for Whitehall departments and H&P can offer a variety of formats, such as lectures and discussion seminars, and can also facilitate workshops, where participants take part in exercises using original source materials pertaining to an historic policy dilemma relevant to their area of work. For more information visit: <http://www.historyandpolicy.org/workshops>

Information about H&P events can be found at: <http://www.historyandpolicy.org/events>

- **London School of Economics and Political Science (LSE)**

In addition to our Executive Master of Public Policy, LSE offer a full-time Master of Public Administration degree and an Executive MPA for working professionals. These are offered through the School of Public Policy, and deliver world-class teaching for current and future government advisers, policy makers and policy analysts from around the world, placing them on a rapid trajectory to becoming leaders in their fields. Information about LSE events can be found at: <http://www.lse.ac.uk/Events/LSE-Events-FAQs#AboutLSEEvents>

- **The Policy Institute at King's College London**

The Policy Institute at King's College London addresses complex policy challenges with rigorous research, academic expertise and analysis focused on improving outcomes. The Institute enables the translation of research into policy and practice by facilitating engagement between academic, business and policy communities around current and future issues in the UK and globally. For information about partners, research, events and publications, visit the Policy Institute website: <http://www.kcl.ac.uk/sspp/policy-institute/Index.aspx>



Policy Profession Contacts

For queries or questions related to content featured in the prospectus, please contact:

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Parliamentary Learning

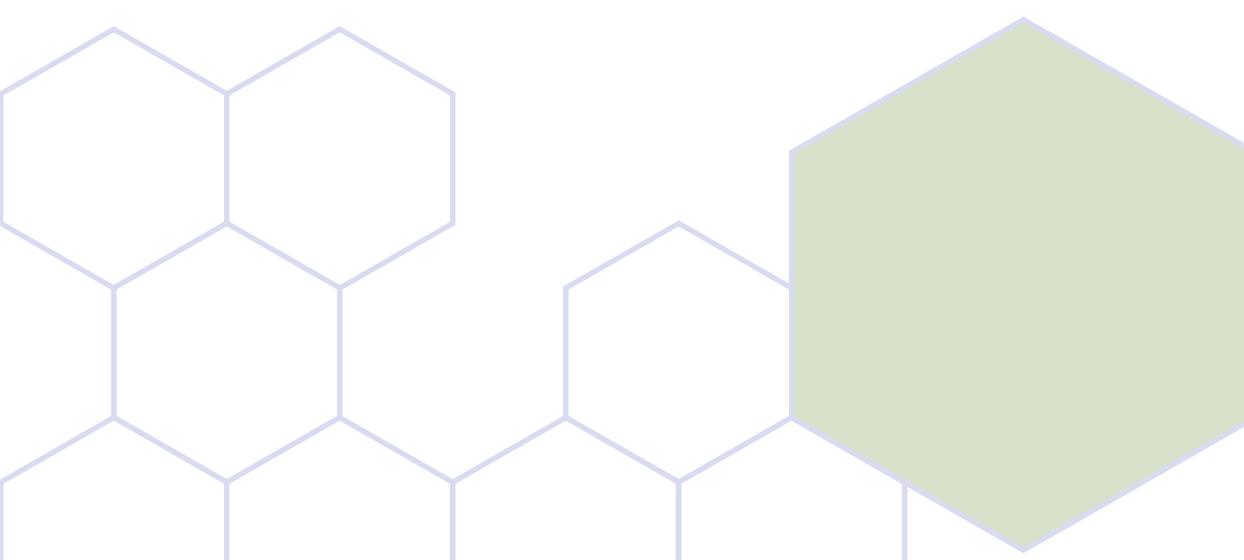
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Webpage: [Civil Service Learning > Professions > Policy](#)

