

The Network



Department
for Work &
Pensions



Department
for International
Development



HM Treasury



Department for
Communities and
Local Government



HM Revenue
& Customs



Department
for Culture
Media & Sport



Department
for Education



Home Office



Ministry
of Defence



Department
for Environment
Food & Rural Affairs



Ministry
of Justice



Department
for Transport

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of Health



• Focus on DfE
• Life after CSNW Academy
• Working in Private Office

Department
of Energy &
Climate Change



Foreign &
Commonwealth
Office

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Cabinet Office

Department
for Business
Innovation & Skills

Issue 4

Welcome to the fourth edition of The Network

Editor's Note

Welcome back to The Network. Can you believe we've already reached issue four?! Time flies... In this issue we focus on the work of the Department of Education (DfE) and we include an interview with John Stephens, Deputy Director of Teaching Schools. We also have features on CS Local, Private Office and much, much more.

Our regular '**Classified**' feature returns with details on some of the initiatives and projects that are currently ongoing in the North West. If there's something that interests you, why don't you have a chat with your Line Manager. All the contact details you need can be found within the adverts.

For those of you who 'Tweet', you can now follow our updates on Twitter [@Academycsnw](#).

Do you have a topic or an idea for an article that you would like to share with your civil service colleagues? Why not drop us a line and we can look to get your story included in a future issue. And don't forget, if you have any comments on The Network (good or bad!), get in touch via [email](#).

We'd love to hear your feedback.

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Meet The Network: Robbie



I'm Robbie; I joined the civil service in March 2014 after spending 13 years in the private sector at a company called UKMail. I am based in Manchester, currently in the [NCTL](#), an agency of the DfE. However I am moving to [EFA](#) very soon – another agency within DfE.

I have spent the last 17 months working in the Initial Teacher Training and Fieldwork Division, getting people into teaching, so if you've got a degree and GCSE's at C level or above in maths and English why not get in touch as you may be eligible!

I got involved with The Network before it existed, being part of the Sparks family at the Civil Service North West Academy, class of 2014. Look out for me at this year's event where I'll be making an appearance on the final day to talk to the delegates!

I live in a village between Warrington and St Helens with my girlfriend and her collection of cats... or three ninjas. I'm an avid Evertonian (COYB), like to play golf and would like to say I go the gym a lot but my beer belly suggests otherwise. Thanks for reading, thank you for all your support for our magazine and to all my work colleagues, be gentle. If you see me in Piccadilly Gate say "hi" and tell me what you think about the mag.

Who is your favourite sports team? *Everton, and then if I was pushed for a second, Everton Ladies*

What books would be found on your bookshelf? *My girlfriend's...*

Who would be your 5 ideal dinner party guests? *In no particular order... Duncan Ferguson, Keith Lemon, Laura Merrin, Richard Branson and Rachel Riley*

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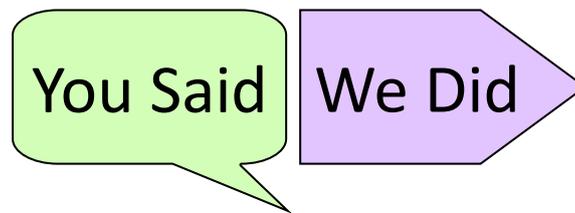
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Your feedback is invaluable, so here's...



You Said, We Did returns. The editorial team really value your feedback and although we can't please everyone all of the time, we do take your comments on-board, whether it's feedback via the online questionnaire, email comments or just work colleagues taking five minutes to talk to us in passing.

Here are examples of what's changed this issue as a result of your suggestions:

1. **You Said** - Why is there only articles from **one department** in each issue? Is this something that will be pursued with each issue? If so, can we have some sort of **running order** of what to expect in each edition?

We Did - Although we focus on one department to provide a bit of **background information**, each issue won't strictly stick to including only articles from that one organisation. For example, if you have an interesting article that relates to HMRC, we wouldn't hesitate to include it within an issue that's headline focus is DWP. We try to **vary our content** as highlighted by previous articles from areas such as Civil Service Local and the CSNW Academy. It can be tricky to plan a running order in advance due to contributors' priorities but as a heads up, next issue's focus will be on the **Ministry of Defence**.

2. **You Said** - Well actually you didn't! Our idea of readers emailing their answers to the cross – departmental quiz so we could formulate a leader board and an F1 style 'Constructors' championship' generated the grand total of 0...(yes, zero!)...responses

We Did - Abandon the idea. Our quiz is now just for your break time fun!

3. **You Said** - ...I noticed the word search has **disappeared**...I would love to see it back...I think the quiz is great - but a little too long - there are lots of questions! I also didn't realise people can submit their answers to The Network team, so perhaps if it was shorter, more people might be inclined to do this? (and people could get a name check in the next issue for the fastest response to the Q's). Keep up the good work - looking forward to the next issue

We Did - As stated, due to the lack of responses, we've decided to scrap the idea of readers emailing their answers and kept the quiz to a length that will (hopefully) **challenge** people for the **duration** of their break. As a compromise though, check out the new Wordsearch in our quiz section!

Thanks again for the feedback we've had so far but it doesn't stop here. Contact one of the editorial team to let us know what you think of our latest issue, or email thenetworknw@gmail.com

'Focus On...' returns; this edition we are highlighting the work of the Department for Education

Focus On...

The DfE succeeded the Department for Children, Schools and Families in 2010

The [Department for Education](#) (DfE) is responsible for education and children's services in England. The aim is to achieve a highly educated society with equal opportunity for children and young people regardless of their background or family circumstances.



Department for Education

DfE is a ministerial department working with nine agencies and public bodies, including three executive agencies:

- Education Funding Agency (EFA)
- Standards and Testing Agency (STA)
- National College for Teaching and Leadership (NCTL)

Staff are based at ministerial offices in London and in a number of other locations around England, including a large presence in Manchester. DfE works closely with national and local agencies who look after children, with local authorities, and with the professionals who work in schools, children's services and health services.

DfE has a wide range of responsibilities including:

- Teaching and learning for children in the early years and in primary schools;
- Teaching and learning for young people under the age of 19 years in secondary schools and in further education
- Supporting professionals who work with children and young people
- Helping disadvantaged children and young people to achieve more
- Making sure that local services protect and support children

The DfE's vision is to **provide world-class education and care that allows every child and young person to reach his or her potential, regardless of background**. This will be achieved through five system goals:

1. **A high quality place for all:** every child and young person can access a high quality place from 3-19, including specialist provision where it is needed;
2. **Safe from harm:** all children and young people are protected from harm and opportunities for the most vulnerable are as good as those for any other child;
3. **Educational excellence, everywhere:** every child and young person achieves to the best of his or her ability regardless of prior attainment, location or background;
4. **Employer-valued skills:** employable 19 year olds graduate from school or college well-skilled to contribute to the UK economy, especially in STEM; and
5. **Character and resilience:** all children and young people are well-rounded, confident, happy and resilient – prepared for success in adult life.

Total net expenditure for administration and programme costs and revenue for the department in 2013/14 was £54.4bn

Meet one of your Senior Civil Service Leaders

This Edition... John Stephens



I work in the DfE as Deputy Director for Teaching Schools and School Improvement in the National College for Teaching and Leadership. NCTL plays an important part in making sure we have enough great teachers and leaders to ensure that all schools can serve their communities well.

“I’ve been amazed and impressed at the willingness of schools to work together and to be mutually supportive.”

Being part of an executive agency gives me the chance to work closely with many brilliant headteachers and school governors around the country. In the last few years our work has focused on the development of a ‘school led system’. For me this has meant creating more ‘system leaders’ who are

prepared to work beyond their own settings to help improve standards in all schools. There are fairly strict criteria to meet if you want to become a designated ‘system leader’. You also have to have the right attitudes and motivation. I’ve been amazed and impressed at the willingness of schools to work together and to be mutually supportive. There was a time when schools competed on just about everything but we’re now seeing the benefits of much greater, structured collaboration.

“...I had been a headteacher and a director of children’s services (DCS) in a local authority.”

This is all fairly familiar territory to me. Before joining the Civil service in 2012 I had been a headteacher and a director of children’s services (DCS) in a local authority. In both roles, I saw at first-hand what happens when we aren’t as good as we need to be at meeting the needs of the most vulnerable children, especially those that are in the care system. It’s great to see the renewed emphasis on finding more long term fostering and adoption solutions for children in care.

It’s great to see the commitment that the Civil Service has made to volunteering. I work in the safeguarding team of St John Ambulance and I help to run the East Manchester Community Boat Project. We own and run ‘Community Spirit’, a 12 seat day boat providing free trips for people with disabilities or who face social disadvantage. Both roles give me a chance to stay in touch with the ‘front line’ and, whilst challenging at times, are great fun.

Getting to know...

John

1. What is your favourite food? I

like food generally but enjoy Italian and French food particularly – and chocolate wherever it comes from!

2. What is the last film you watched & provide a two word review? Foxcatcher –

compellingly disturbing!

3. What books would be found on your bookshelf? Lots of classics including poetry, particularly Blake and Shelley.

4. Who would play you in a movie of your life? Tom Cruise, obviously – or more likely Norman Wisdom!

5. Who would be your 5 ideal dinner party guests? Bert Bacharach, Jerry Seinfeld, Ella Fitzgerald, Lewis Carroll, Emmeline Pankhurst – might have to work on the seating plan though!

The CSNW Academy is Approaching!



Sinead Hope talks about life after the Academy



I've been a Civil Servant for just under 3 years. Last year I was given the opportunity to attend the Civil Service NW Academy and can honestly say, like so many others, I was pushed so far beyond my comfort zone, I really didn't know what hit me!

Before the Academy, if you had asked me to contribute in a meeting full of strangers or share my ideas with them I would have been quaking in my boots, never mind asking me to stand up and present something, but on the last day of the Academy (albeit after shedding a few tears with nerves), that's what I did and **I haven't really looked back since.**

One week back to the office and I was asked to do a presentation to my Director General talking about my experience and resulting project. My first response was "run for the hills", but I calmed down. I realised if I could present to a room full of people, I could definitely do this. After this there was no stopping me. Present to my team? Present to my division? No problem. I **started to gain confidence in my own abilities**, realising that I could contribute in discussions and meetings. I genuinely started to believe in myself.

It hasn't all been plain sailing. At the beginning, we found it hard to get going with our Academy project; Connective Skills. Connective Skills is a skills swap database. The intention is to ask people to register a skill they feel they could share with others on an online platform. An alternative to mentoring and coaching, and a way to connect with others for short term help.

There were lots of debates on what direction we should take the project; we wanted to deliver something big but our idea was just too big. Connective Skills stalled whilst we considered what we realistically thought we could achieve. Looking back, this is the period where we started to come together as a family. Getting to know each other and **finding out about our strengths**. I now know that learning to work with each other's differences and turning them into strengths is one of the best ways to move forward. Our project moved on, and we now have a working database for Connective Skills. We are ready to advertise and will shortly be trialling the service in two departments.

I have learnt so much over the last eight months, it's hard to quantify it all. Project management techniques, negotiation skills, time management and so much more but over and above everything, **I have**

learned to trust myself and allow myself to step up and be counted. I recently obtained a promotion and I have no doubt that my Academy experience and the journey since has played a large part in helping me get here.

Getting to know... Sinead

1. Last film you watched & provide a two word review?

X-men Origins:
Wolverine ; Distinctly average

2. Favourite sports team?

Ireland; generally only watch things like show jumping and gymnastics

3. CD's are currently in your car? None – I don't have a car!

4. Books found on your bookshelf?

Allsorts – Crime and thriller at the moment. I am about to start The Ice Twins

5. The star in a movie of your life? Seriously? Who would watch that!

Understudy Opportunities in DfE

The Network asks Dharini Patel about her experience in Private Office



I work for the NCTL within the Initial Teacher Training and Fieldwork (ITTF) Division. I'm based within the teacher recruitment unit of the division, where I specifically work on a number of reporting and recruitment activities. I remember the exact date I joined the civil service (not that I'm counting...!) which was 3 March 2008 where I joined the former NCSL, as a senior project co-ordinator.

Last summer I took up an understudying opportunity in Edward Timpson's Private Office, as Assistant Private Secretary (APS). I'd heard about other people's experiences of working on "the 7th floor" of Sanctuary Buildings (where all the ministers' private offices are based) so that, coupled with my role in the ITTF division involving more work with various Private Office's, I decided to experience exactly what happens on the infamous 7th floor.

My understudy experience took place the week after the PM had announced the Cabinet re-shuffle. The biggest change for us, in the DfE, was the replacement of Michael Gove with Nicky Morgan as the SoS. There was no doubt; I was entering the Private Office at a very interesting time!

I felt part of the team from day one. I attended their weekly Monday team meeting, held with the minister, where I actually had contributions to make even after only a couple of hours in the role! The APS leads on specific work strands and policy areas so I had the chance to liaise with different policy teams and give advice to the minister on items sent to his 'box'. I attended the UK's first [Girl Summit](#). Amongst the 600 attendees, David Cameron, Frieda Pinto and other high-profile names came together to address the issue.

"...Seeing a number of politicians from different parties together in a social setting was quite a surreal experience!"

I attended my first Education Oral Questions at the House of Commons – which was also Nicky Morgan's first official appearance as SoS. She led a fast-paced session; which we talked about when I bumped into her in the lift heading back up to the 7th floor. Within seconds of the questions finishing, the PM rushed into the House to address the nation on the devastating MH17 Malaysia plane crash.

On the minister's last day before summer recess, I was lucky enough to be taken to the invite-only House of Commons Terrace Bar after we had finished for the day at 7pm for evening drinks. Seeing a number of politicians from different parties together in a social setting was honestly quite a surreal experience! The Terrace Bar overlooks the Thames and we had a great view of the London Eye. On my last day, I attended the private office's away day so managed to spend some time with other Private Secretaries.

I had a fulfilling experience from start to finish. The environment is fast-paced and the days are long, but it's worth it, as you gain so much from the opportunity.

Getting to know... Dharini

- 1. Who is your favourite sports team?** Team Federer. And Man Utd if pushed for a footy team!
- 2. What CD's are currently in your car?** Florence and the Machine; Calvin Harris, Sia, Ellie Goulding, Ed Sheeran, Kylie and Beyoncé.
- 3. What is your favourite food?** Mexican.
- 4. What books would be found on your bookshelf?** I love reading so have a real mix. Right now I'm reading *The Chimp Paradox*, *Breakfast at Tiffany's* & *The Richest Man in Babylon*.
- 5. Who would play you in a movie of your life?** Personality-wise Jennifer Aniston. She just needs to fake tan and dye her hair!



Continuous Improvement practitioner Becky Smith talks about CS Local Discovery Session...

I have been a part of the Civil Service North West Continuous Improvement Events since they first started in September. I volunteered to help organise the latest event held at Redgrave Court HSE Government office, Bootle on 2 June.

Edna Smith: Edna of HMCTS opened the event and welcomed the delegates

I was looking forward to this event as I know how much I have learned at previous events. Edna Smith (HMCTS) welcomed us all in the auditorium style room explaining what we had to look forward to, energising us using a simple activity to highlight how we all have different perceptions of a standard.

Sometimes it can be difficult gaining buy in to change things for the better unless you have some 'grade muscle' enabling us to **lead from the front, learn from our mistakes and celebrate our successes**. I was inspired to see a video from John Manzoni, the chief executive of the Civil Service who spoke passionately about his vision and how we can be part of it. John also encouraged those who were thinking of getting involved in CSL Events to just do it. Get involved, lead from the front. I would encourage anyone to view this video, maybe even share it in your local office. After all, we should all want to continuously improve no matter how big or small.

Next, Jackie Southcombe (Head of PaceSetter Profession in B&C) talked about how the network group has changed over the last three years and what it has achieved. Jackie was **inspirational sharing the achievements and relationship building of the NW CI group**. Jackie encouraged others to volunteer in planning the next event or other work we can all get involved in. Jackie mentioned 'Swapshop' to see if others could share their knowledge and skills with each other, helping each department work collaboratively in their CI journey.

After a short break, we had the chance to learn about another tool, 'Force Field Analysis' presented by Sandra McGee. For me, this was a new tool that was simple and straightforward to use. To put the tool in practice, we broke off into small groups and considered ways to tackle the barriers to undertaking CI activity within the CS. We discussed how **support from management is key and communications have to be clear right from the top**, linking this to John Manzoni's message.

Getting to know... Becky

1. What is the last film you watched & provide a two word review? Run All Night—Action Packed

2. What CD's are currently in your car? Take That Greatest Hits, Ed Sheeran X

3. What books would be found on your bookshelf? Grey and any Martina Cole book

4. Who would play you in a movie of your life? I'd love to say Cameron Diaz

5. Who would be your ideal guests at a dinner party? All of Take That – Since I was a child they've been idols! Also, Johnny Depp. I love Pirates of the Caribbean



Sandra McGee: Speaking about 'Force Field Analysis' at the event



I often wonder how other departments embed a CI culture alongside their day job. Andrea Mederos and her team gave a presentation on how they have achieved and sustained this in their local area. They gave **simple, yet effective, examples of visual management boards** and used relatable examples of how the '5 whys' can be used to solve problems with realised savings. This gave me new ideas on how we can improve on what we have within DWP.

Lunch was the perfect time to network. I was lucky enough to spend time with some colleagues from FSA (Food Standards Agency) who were just starting out on their CI journey. We swapped contacts and arranged for some 'Go&See' visits to **share good practices and lessons learned** from our CI rollout within DWP. I also spoke with colleagues from the Home Office and learned about some projects they were starting.

In the afternoon we had a syndicate exercise called 'JIT' (Just in Time.) This was a fun activity that showed us how we could improve production through using lean ways of working and learning together as a team and gave us a practical understanding of how CI can be applied on a daily basis.

At the end of the event we were asked to complete an evaluation of the event itself. One question asked how many hours I thought I had gained that contributed to 5 days learning and development. I personally added the full day as how often do you get to share your expertise, your concerns and your ideas across different departments? **Where else can you learn new tools that have been trialled and tested outside of your department?**

Overall on the day we had 40 attendees covering 9 departments across Civil Service. On average this contributed to 4.05 learning hours and everyone either agreed/strongly agreed the event was relevant to them even if they didn't work in a CI role.

Our next event is planned for February 2016 in Manchester. Below is an outline of our agenda but if you would like to attend or know someone who would benefit, please get in touch with myself at rebecca.smith6@dpw.gsi.gov.uk. If you want to get involved or share your story again please get in touch.

Agenda – CSL CI NW Event (Manchester) February 2016

Senior Management Guest Speaker—DWP's permanent secretary Robert Devereux

Our CI Journey – Looking at how we have evolved as a network and how you can help, sharing previous attendee's good news stories.

Problem Solving – Learning example of how we can problem solve with a proven CI Tool

Syndicate Exercise – Practical understanding of how CI can be applied on a daily basis with a fun twist.

A chance to Network and build working relationships across different departments.

<https://civilservicelocal.blog.gov.uk/tag/norw-discovery/>





Civil Service
Local

Two new Projects need two new teams!

This Autumn we'll be starting work to develop two new pilot projects to expand our support for local citizens. Would you like to get involved in these exciting and unique opportunities?

We are about to start work on two new ideas to build on this success and we are looking for enthusiastic people who can help to design, scope, and deliver innovative projects that will provide joined-up support for particular groups of local people.

The two projects are very different - one will look to work with local Foodbanks to aid vulnerable citizens and the second will help engage and support citizens with digital skills - two exciting areas for us to build a pilot around for the Autumn!

Interested? Contact [Andy](#)



Mentor's Required!



As part of our successful People Connections project we are looking for people who are interested in becoming a mentor. We will then look to match them up with people in different departments but where possible similar locations...we currently have a waiting list of people looking for mentors. Time commitments is up to partnership - typically 1-2 hours a month.

For more information contact [Andy](#).

Exchange to Change would like to offer you the opportunity to spend the day with a colleague from another department that you have a business or personal interest in and then host the same colleague within your department for a day.

To take part in the Interchange programme, you will need to complete an application form which you can access [here](#). Applications for the programme are open throughout the year.

If you have any questions, please contact a member of the Exchange to Change team at CSNWExchange2Change@gmail.com



Do you like **The Network**? Would you like to get involved?

If the answer for the above questions is **YES** you might be interested in this great opportunity.

The Network is offering a development opportunity to join the editorial team for Issue 5

The role will involve: a 1 hour weekly telekit plus 1.5 hours a week completing project tasks.

If you are interested please speak to your line manager and [email us](#) outlining why you want to get involved **by COP 28/08/15**

Coming Soon...

Monday 14 September at
Manchester Central



Civil Service Live is a series of learning events delivered through a partnership between Cabinet Office and [Dods](#). These interactive, practical and fun events will bring together civil servants working in government departments and agencies, and private sector organisations to learn, network and collaborate, sharing ideas to help make best practice the norm. [Registration](#) is now open, so why not book your place...

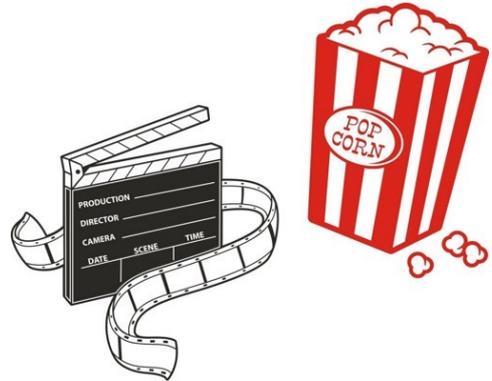
The Network *Cross-Department Quiz*

Lights...Camera...ACTION...It's Movie time!!!

As it's blockbuster season at your nearest cinema, this month's quiz tests your knowledge of the movie-verse.

Pit your wits against these 20 questions and see how you compare with your colleagues!

(The editorial team respond to your feedback as much as possible and due to the lack of replies, we have assumed our readers aren't interested in emailing answers to us or the idea of a departmental scoring chart. Therefore, this month's quiz is purely just for fun...The pressure is off!)



1. Which character spoke the 1st line in the *Star Wars* movie franchise ('Episode IV: A New Hope')
2. Which film was considered the first ever major summer blockbuster and featured the characters Chief Brody, Matt Hooper and Quint?
3. Can you name the nine characters who make up the 'Fellowship' of the Ring?
4. Atticus Finch is the hero of which classic movie?
5. If Marvel = Avengers, what does DC = ?
6. Which actor was all set to play the character of Indiana Jones but was not able to be released from his popular 80's T.V. show contract ?
7. What was Patrick Swayze's character's name in the smash hit 'Dirty Dancing'?
8. Which classic 1961 British movie was filmed in the Lancashire hills and featured a young Hayley Mills?
9. 'Forrest Gump', 'Four Weddings and a Funeral', 'Pulp Fiction', 'Quiz Show' and 'The Shawshank Redemption' were all nominated for a Best Picture Oscar in which year?
10. "After all, tomorrow is another day" is the last line of which classic movie?
11. Name the 3 actors who played the 3 characters that actually escaped at the end of 'The Great Escape'?
12. Martin Scorsese finally won his first Best Picture Oscar for which film?
13. Which action film includes the characters Dutch, Dillon and Mac?
14. Which actor's casting credits include Mr. Fox, Michael Clayton and Seth Gekko?
15. Which actresses casting credits include Mia Wallace, The Bride and Emma Peel?
16. What is the full name of Jennifer Lawrence's character in 'The Hunger Games' movie series?
17. Which film won the 2014 Best Picture Oscar?
18. Which 2002 fantasy film featured the Take That song 'Rule the World'?
19. Which Disney film features the phrase "Hakuna Matata"?
20. Which 2014 movie character keeps a sandwich under his hat "just for emergencies"?

Just for Fun ^{You} Sudoku

Fill in the grid so that every row, every column and every 3x3 box contains the numbers 1-9

	3				7			
2				5	6		1	
			1	9				
	5	9				8		
3								5
		6				7	9	
				4	1			
	2		8	3				7
			2				6	

Answers from last editions Sudoku puzzle

9	5	3	4	2	6	7	8	1
2	6	8	1	7	9	4	5	3
1	7	4	3	8	5	2	6	9
7	2	5	9	3	1	8	4	6
3	1	6	7	4	8	9	2	5
8	4	9	5	6	2	1	3	7
4	3	2	6	1	7	5	9	8
6	9	7	8	5	4	3	1	2
5	8	1	2	9	3	6	7	4

The Network Back Catalogue

Click on a front cover to see a previous edition



Issue 1



Issue 2



Issue 3

Word Search

Can you find all the words; Academy, Dharini, Discovery, Education, Mentor, Presentation, School, Teacher, Volunteer.

F B N T X U Q E I X Q Y R Q R
H A O Z X B K X W B R B G H W
U T I U S O A P F E W Z E A V
F E T L S M D H V P W D X C K
S A A E U E X O E K Z B F A E
S C T E X W C I N I R A H D W
Y H N P D S V O L U N T E E R
C E E R I U O Y R O A G B X R
X R S D N K C S B C O R K L O
Y Z E Y P E I A A Y Y H O I T
A S R K O Z Y D T R E C C D N
W N P U F I E F S I P Y L S E
X N X M E M V V J W O V Y B M
V G Y N Y O Y L K S G N M T T

Answers from last editions Summer Quiz

- | | |
|------------------------|--------------------------------------|
| 1. Jaws | 11. Blackpool Tower |
| 2. Leonardo Di Caprio | 12. Vitamin D |
| 3. Alex Garland | 13. Sunshine on Leith |
| 4. Kefalonia | 14. Kate Winslet |
| 5. CJ Parker | 15. Skopelos |
| 6. Duty Free | 16. DJ Jazzy Jeff & The Fresh Prince |
| 7. USA | 17. The Pope |
| 8. USA (again!) | 18. Red & Yellow |
| 9. Katrina & the Waves | 19. Prince Caspian |
| 10. Good Vibrations | 20. 21st June 2015 |

Answers for the Cross-Department Quiz and Sudoku will feature in Issue 5 of The Network