

Annual Report 2021-22



CSaP's mission is to improve policy making through the more effective use of evidence and expertise. Since our launch in 2009, we have pioneered a particular approach to bringing science and policy together. We forge relationships based on mutual understanding and trust, and build networks of people with shared values of intellectual curiosity and public service. From this starting point we curate open and exploratory conversations to address public policy priorities.

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In this, our thirteenth annual report, we share highlights of our work in 2021-22. We are grateful to the researchers, policy professionals and other experts who have contributed their insights and expertise in roundtable discussions and one-to-one meetings this year.

Moving on from last year's focus on Covid-19, this year our Policy Fellows' priorities have included managing the

energy transition, climate resilience, increasing productivity through innovation, defence and security, and futures thinking. This report features some of the work we have done in these areas, illustrating our collaborative approach and describing a few of the outcomes of the many connections which CSaP has fostered. You can use the QR codes throughout this report to see further information on our website.

If you would like to learn more about our work, connect with us on Twitter and LinkedIn, and sign up to our newsletter.



Scan this code for further details



“Drawing on the wealth of knowledge and expertise within and between communities across the world is incredibly important in building resilience and accelerating our responses to tackling climate change.”

Professor Emily Shuckburgh

*Director, Cambridge Zero & Co-Chair,
Cambridge Zero Policy Forum*



Climate and the environment

How have CSaP's activities – convening discussions, publishing reports and podcasts, and hosting Policy Fellows – helped government tackle climate change this year?

Net zero

CSaP works with Cambridge Zero and the Centre for Climate Engagement as part of the Cambridge Zero Policy Forum – a multidisciplinary community of academics contributing evidence and expertise to public policies for the transition to a sustainable, inclusive, and resilient net zero society.

In October 2021, we published a report on *Carbon Offsetting and Nature-based Solutions to Climate Change*; and in June 2022, a synthesis report on *Local Priorities for Investing in Resilience & Sustainable Infrastructure*.

Climate and sustainability

In collaboration with Professor Charles Kennel, our long-standing Visiting

Research Fellow from the University of California San Diego, we delivered an online seminar series on climate change and sustainability after COP26.

CSaP's Science and Policy Podcast included a series on climate adaptation. Episodes considered sustainable finance, behaviour change and the transition to clean technology.

Professor Dame Julia King, Vice-Chair of the Committee on Climate Change and Chair of its Adaptation Sub-Committee, explained how priorities need to be refocused on implementing measurable actions at the local, national, and global level.

**A summer of
exceptional
heatwaves as UK
temperatures hit
40°C for the first
time**



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further details

Climate and the environment

Stephen Elderkin is National Highways' first Director of Environmental Sustainability, with responsibility for delivering a Net Zero Plan which includes a commitment to reduce construction and maintenance emissions to net zero by 2040.

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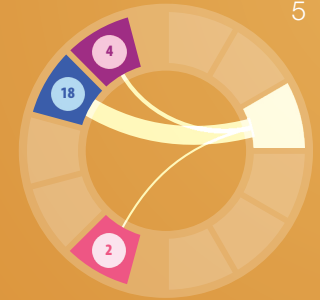
“The CSaP Policy Fellowship programme has been a helpful opportunity to get away from the day-to-day of meetings and take a step back.”

In 2020 our construction emissions were around 730,000 tonnes of carbon dioxide, arising from transport, use of plant machinery and embedded in the materials we use on our construction sites. The largest contributor to that construction footprint is concrete.

Through CSaP I met Janet Lees (Professor of Civil Engineering, University of Cambridge). She suggested that if we change our concrete standards and permit the use of a different type of mix, in many cases we could reduce the amount of cement that was required to achieve the design strength by 30%. Reducing the amount of cement in the mix by 30% would in turn reduce carbon emissions by around the same amount.

Thanks to Janet's suggestion, I was able to speed up the process internally, and we managed to make the required changes within two months.

We are now starting to make savings on carbon dioxide. Not only is this a huge symbolic victory, but it has catalysed a whole set of industry conversations about how we can change our standards more quickly.



“It has always been clear to me that real-world impact can only come about by connecting the decision makers with deep expertise. My experience has shown that CSaP is a great mechanism for that.”

“What markets want, what customers want, what the world needs, ought to inspire what research we do. We put ideas to work, develop solutions and make a difference. That’s what innovation is.”

Dame Ann Dowling

Emeritus Professor of Mechanical Engineering, University of Cambridge



Innovation, productivity and growth

The Covid-19 pandemic and war in Ukraine have created significant economic challenges for the UK Government. How can academia, business and government work together to turn research ideas into valuable technologies and products?

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Dowling Policy Fellowship

In 2022, CSaP launched a new Fellowship named after Professor Dame Ann Dowling, Emeritus Professor of Mechanical Engineering at the University of Cambridge.

The inaugural meeting of the Fellowship emphasised the important role government plays in scaling up innovations to achieve meaningful impact. The Covid-19 vaccine development and roll-out is an example of how academia, government and business can work together to help drive large-scale innovation success.

The time for innovation

Similar ambitions were shared at the 2022 Annual Cleevely Lecture, delivered by Indro Mukerjee, CEO of Innovate UK.

His talk highlighted the need to inspire and support more SMEs, replicate successful clusters, and form stronger links between the public and private sectors.

Invest in innovation sectors

A lecture by George Freeman MP focused on lessons learnt from the 1950s golden age of UK science and engineering, and the success of the “Cambridge Cluster”.



The Dowling
Policy Fellowship
aims to engage in
learning and dialogue
with academics from all
disciplines to advance
policies supporting
science, innovation and
entrepreneurship



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further details

Innovation, productivity and growth

Susie Kitchens is Deputy Director, Global Research & Innovation in the Department for Business, Energy and Industrial Strategy (BEIS). She is responsible for international science collaborations and managing the Science and Innovation Network jointly with the FCDO.

“One of the most valuable takeaways for me is learning about the complexity of the academic sector and discovering that there are no straightforward answers.”

I work closely with civil servants, embassies, and high commissions around the world, and directly with universities so that we can better understand how to support researchers across the UK.

I started my CSaP Fellowship when I was based in Nairobi as Deputy High Commissioner. Now I'm back working in government and learning how to get the best out of our international collaborations.

Speaking to people at the University of Cambridge who have spent a lot of time in India and East Africa has helped us understand how to shape the structures around our funds so that they operate more effectively.

Right now, we're creating a new International Science Partnerships Fund, responding to the government's Integrated Review, which is a kind of blueprint for His Majesty's Government internationally for the next ten years. The conversations I am having through the CSaP Fellowship programme are helping me to think through the ideas we already have, and how we might best combine them to deliver this fund more effectively.

When I visit other universities and industry sectors, the CSaP Fellowship is a well-known and established scheme. It feels like there's a genuine bond of Fellowship there too. I really have made some vital connections in my career with other CSaP Fellows, which I otherwise wouldn't have had.



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“I have learnt that it is not about finding the right answer. Instead, it is about finding a good solution to a tricky and complex set of problems.”

“Developing international channels of knowledge sharing significantly benefits learning and understanding across science and government decision making.”

Podcast guest, Sir Patrick Vallance
Government Chief Scientific Adviser



Health and emergency preparedness

What lessons have been learnt from health emergencies such as Covid-19 and Ebola, and how should science advice be used to prepare for extreme risks and unforeseen crises in the future?

Working in collaboration with the research project Expertise Under Pressure at the University of Cambridge, CSaP launched a podcast series exploring how science advice has been used by decision makers in government and what lessons had been learnt during infectious disease outbreaks.

The Ebola outbreak in West Africa was declared a public health emergency of international concern by the WHO in September 2014.

Initially, health responses from governments and NGOs were resisted by local populations because people

were more frightened of the response than the disease itself.

This underlined the importance of social sciences in understanding how to tackle the Ebola outbreak, and more generally of integrating diverse disciplines and backgrounds to inform policy making in emergencies.

Similarly, there was significant uncertainty in scientific evidence at the start of the Covid-19 pandemic; communicating that uncertainty to the public was difficult, and relied on insights from social science.

**Most areas
of policy now have
science involved in the
decision-making process
– helping to build
understanding of the
types of questions
science can and
cannot answer**



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Health and emergency preparedness

Sharon Peacock is Professor of Public Health and Microbiology at the University of Cambridge.

“CSaP is an effective convener and gateway into expertise, and its independence is very powerful when interacting with the wider world. It is both rewarding and a privilege to be involved with its work.”

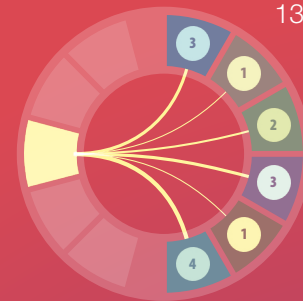
The work CSaP does in giving civil servants access to a wide range of academic expertise outside of their own environment is so important, not only for the Policy Fellows, but also for the academics they meet.

I directed the development of the Covid-19 Genomics UK Consortium (COG-UK), which from March 2020 became instrumental in the generation of SARS-CoV-2 genomes as part of the UK's pandemic response.

COG-UK has delivered genomic data that proved vital in detecting new variants as they emerged; tracking their spread; and understanding variant transmissibility, immune escape and disease severity.

It was a pleasure to take part in the Science and Policy Podcast with Rob Doubleday this year to discuss lessons learnt from Covid-19 to help prepare for future pandemics.

Based on the conversations I have had with Policy Fellows, they clearly appreciate and gain from speaking with academics as this can expand their thinking and ideas. During these conversations it is important to acknowledge the complexity that policy makers often face in taking evidence through to policy and practice, and to work to understand how they operate and make decisions in a public policy environment.



“Being part of CSaP has allowed me to access areas of intellectual thought that I haven’t previously explored and I value the opportunity to hear about disciplines and topics of which I have no knowledge or experience.”

“The collective knowledge, enthusiasm and sharing of perspectives in the room was fascinating and hugely valuable to me.”

Senior Principal Consultant,
*Defence Science and Technology
Laboratory*



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Defence and security – improving government-academic engagement

How can the Defence Science and Technology Laboratory (Dstl) better engage with academia? What can be learnt from other sectors about commissioning research and pulling existing research into Dstl’s programmes?

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This year, CSaP worked with the Dstl’s Futures Programme to explore how to improve their engagement with academia and academic research.

Our work focused on the various forms that government-academic engagement takes and the barriers which stand in the way of effective engagement.

We also looked at how to organise academic engagement in contexts which require quick access to expertise. The CSaP workshop proposed practical steps for Dstl to improve its use of

expertise and evidence through investment in studentships and commissioned research.

Offshore Floating Complexes

Another area of work brought together experts in defence, engineering, technology, law, commerce, urban design and history to discuss the potential challenges posed by Offshore Floating Complexes – sometimes referred to as *seasteads*.



In a future where more people might choose to live and work sustainably at sea – motivated by climate change, natural disasters, war, or even ideology – the rise of Offshore Floating Complexes could become a reality

“The scheme makes academic expertise more accessible from a practitioner’s perspective – it’s great to get a snapshot of a certain area of research, and to think about joining up academia and policy making to make progress on shared objectives.”

Esther Kwan

Head of Covid-19 Inquiry Unit, Department for Levelling Up, Housing and Communities



Policy Fellowships

Policy Fellowships offer policy professionals an opportunity to meet world-leading academics to explore how research can help tackle challenges faced by government.

The Policy Fellowship programme lies at the heart of CSaP’s work. Links forged through the programme of Fellowship discussions in Cambridge help create dynamic and diverse connections between research and government.

This year, we hosted visits by 73 Policy Fellows and 30 Continuing Fellows (who join as part of our alumni network). We launched the Dowling Policy Fellowship – named after Professor Dame Ann Dowling – with six inaugural Fellows, and continued to work with 12 Horn Fellows.

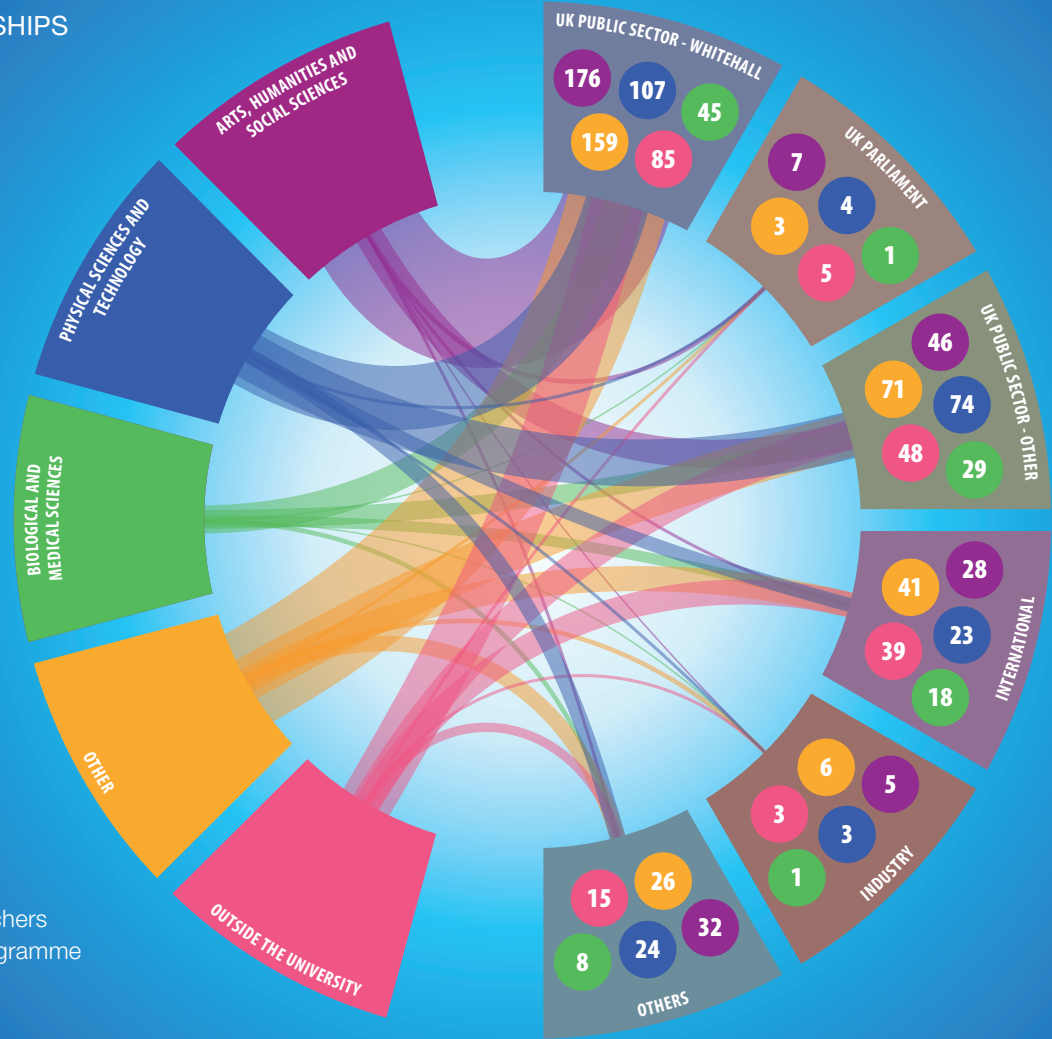
CSaP is proud to be a partner in Capabilities in Academic Policy Engagement (CAPE), a collaboration funded by Research England. Together

with UCL, Manchester, Northumbria and Nottingham Universities, CSaP is promoting effective and sustained engagement between academics and policy professionals across the higher education sector. As part of this programme CSaP is supporting 24 CAPE Policy Fellows to visit the five partner universities in order to draw on evidence and expertise relevant to their policy challenges.



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CSaP POLICY FELLOWSHIPS
PROGRAMME 2021-22:
Meetings between
Policy Fellows and
researchers



More than
490 Policy Fellows
and alumni have benefited
from over 12,000 meetings
with more than 1800 researchers
in our network since the programme
launched in 2011

Policy Leaders Fellowship



The Policy Leaders Fellowship, chaired by Professor

Dame Sally Davies, meets three times a year in Cambridge for roundtable discussions and one-to-one meetings with relevant academics. This year the Fellows met to discuss supply chain resilience, children's wellbeing and bioelectronic medicine. Fellows and alumni are also invited for evening discussions co-hosted by the Royal Society.

Members of the Policy Leaders Fellowship as of 31 July 2022

Susan Acland-Hood

Permanent Secretary,
Department for Education

Simon Baugh

Chief Executive,
Government Communication
Service, Cabinet Office

James Bowler

Permanent Secretary,
Department for International Trade

Jim Breslin

Secretary General,
Department of Further and Higher
Education, Government of Ireland

Deborah Cadman

Chief Executive,
Birmingham City Council

Shona Dunn

Second Permanent Secretary,
Department of Health and Social
Care

Katie Farrington

Director General,
Disability, Health and Pensions,
Department for Work and Pensions

Tamara Finkelstein

Permanent Secretary,
Defra and Civil Service Head of
Policy Profession

Catherine Frances

Director General,
Local Government Strategy and
Analysis, Department for Levelling
Up, Housing and Communities

Bernadette Kelly

Permanent Secretary,
Department for Transport

Sam Lister

Director General,
Strategy and Operations,
Department for Digital, Culture,
Media and Sport

Cat Little

Director General,
Public Spending, HM Treasury

Helen MacNamara

Chief Policy and Corporate Affairs
Officer, Premier League

Scott McPherson

Director General,
Strategy, Policy & Programmes,
UK Health Security Agency

Alison Pritchard

Deputy National Statistician &
Director General, Data Capability,
Office for National Statistics

Andrew Slade

Director General,
Economy, Skills and Natural
Resources, Welsh Government

Chloe Squires

Director General,
Homeland Security, Home Office

Abi Tierney

Director General,
HM Passport Office and UK Visas
and Immigration, Home Office

Alex van Someren

Chief Scientific Adviser for National
Security, Cabinet Office

David Williams

Permanent Secretary,
Ministry of Defence

Lucy Smith – currently Director General, Strategy and Change, at Defra - was a Policy Leaders Fellow from 2019 to 2021.

Globally and domestically, we are experiencing an increased focus on environmental outcomes as policy makers seek to respond to climate change, protect biodiversity and increase the sustainability and security of food and water for their populations.

In Autumn 2021 we were facing a set of issues across the country due to global supply-chain fragility. A CSaP seminar on global supply chains, with a group comprising policy makers, academics, and industry experts who worked in large companies like Amazon before joining academia, gave us a chance to think in a much broader way about the dimensions of this problem.

Bringing different perspectives together gave me access to a more open and wider pool of expertise, as well as some important connections. Having a network of people to reflect with you in a historical context is a great facility to have.

We are all dealing with a hugely complex set of problems in our jobs. And we're often dealing with a lot of things with a high degree of pace and urgency. Having the space, the connections and community to think in a wider and deeper way about that complexity and about the future is an invaluable thing.



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“CSaP has been a brilliant forum, not only for thinking about future developments in science and technology and what they mean for policy making, but also for exploring new insights into complex systems and global challenges.”



Convening

“The speakers were excellent, and the following conversations were really interesting and thought-provoking – it would have been great to be able to go on longer!”

2021 Annual Conference participant

Our workshops, seminars, lectures and annual conference provide a platform for policy professionals and researchers to discuss and debate high-priority public policy issues. In 2021-22, we held 64 online and in-person events with more than 1700 attendances.

Policy Workshops

CSaP's Policy Workshops provide a forum for policy professionals and researchers to debate, cross-examine and re-evaluate issues that are of direct relevance to public policy, providing decision makers in government with an opportunity to test and shape their thinking. Workshops are multi-disciplinary and allow the exploration of different viewpoints and themes from both academia and policy. They are also an effective tool for knowledge exchange and network building. This year, we covered topics such as social infrastructure; defence and security; the digital transition; equity in research collaborations; and clean tech innovation.

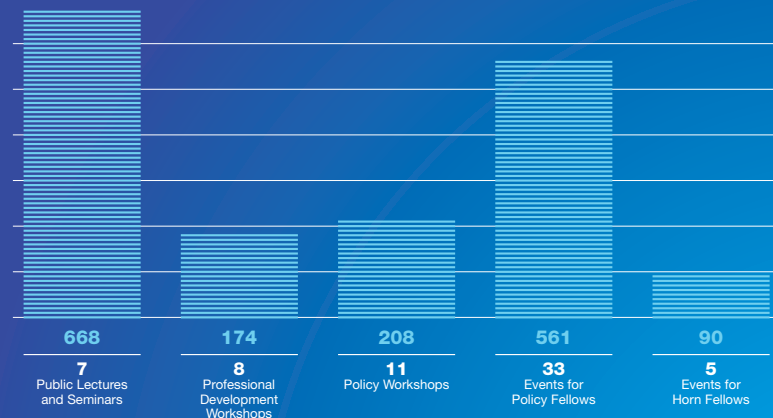
Annual Conference

Our 2021 Annual Conference took place in October and was attended by 70 members of our Policy Fellows Network – the first in-person event many of them had attended since the start of lockdown. Panel discussions included topics such as levelling up; child development; and net zero.

Annual climate seminar series

The theme of our 2022 climate seminars was climate change and sustainability after Glasgow COP26, with seminars on sustainable finance, risk and transition to clean tech; and on behaviour change and sustainability. The seminars took place online with 175 participants.

Number of participants by event type in 2021-22



Public lectures

We hosted two in-person lectures on innovation in 2022 – the first delivered by George Freeman MP and the second by Indro Mukerjee, CEO at Innovate UK. The lectures were attended by 320 participants.

CSaP launched its *Science and Policy Podcast* in March 2020 during the Covid-19 pandemic, and we have since produced six podcast seasons, totalling 55 episodes.

This year the series featured science and policy experts including Sir Patrick Vallance, UK Government Chief Scientific Adviser, and Professor Dame Julia King, Chair of the Committee on Climate Change's Adaptation Sub-Committee. The episodes received more than 26,000 listens on major streaming platforms and social media, connecting with a wide-ranging audience of listeners from more than 100 countries.



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Professional Development

Our Professional Development workshops and policy internships help researchers and civil servants experience at first hand the benefits of academic-government engagement. In 2021-22, we held eight professional development workshops with 174 attendances.

Professional Development workshops

This year we organised workshops for the Babraham Institute (life sciences), the Cambridge NERC DTP (environmental sciences), the Borysiewicz Interdisciplinary Fellows, Science and Engineering Fast Streamers, and researchers in the biological sciences at Cambridge.

- 87% of attendees said the quality of talks and discussion was either very good or excellent
- 71% of attendees said that talks and discussion were very relevant to their work
- 74% of attendees rated the quality of workshop organisation and delivery as excellent

Internships

Our interns organise and take part in Policy Workshops, write policy reports, produce news articles for our website, and meet our Policy Fellows. At the end of the internship, interns gain a better understanding of the role of science and evidence in policy making, and the importance of a multidisciplinary approach to solving problems in health, climate, food security and much more.

This year, we hosted two interns from Imperial College London and University College London, both of whom made significant contributions to our work on defence and security, and on innovation, productivity and growth.

Ryan Francis is a PhD Student in the Department of Science and Technology Studies at UCL, and was recruited as a policy intern at CSaP in 2021.

One of the highlights of my internship was working with the Policy Fellowships team at CSaP, where I was lucky enough to take part in meetings and witness first-hand the bilateral exchange of knowledge between researchers and policy makers.

I also really enjoyed representing CSaP at many networking events, the most notable of which was a UK Innovation Strategy evening at the Royal Academy of Engineering in London. It was attended by senior officials from academia, government, and industry, and I found it a great opportunity to gain valuable exposure.

Both personally and professionally, the internship has been genuinely life changing. It has influenced my entire Cambridge experience because I have since received an offer to study for a Master's in Public Policy at the University's Department of Politics and International Studies. I have also joined Downing College's football team, which I look forward to captaining next year.



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“I have stayed in touch with some of the academics and government officials I met as a policy intern, and I hope these relationships will be fruitful throughout my professional policy journey.”



Year to 2022

The Centre for Science and Policy is grateful to the following individuals and charities for their financial support: Cinzia Basile, Simon Bowden, Marcel Cassard, the Cleevely Family Trust, Rafael Blosse Duplan, Ian Hall, the Kaplanis Charitable Trust, Dominique Levy, Neil Maddocks, Nathan Medlock, the Mikheev Charitable Trust, Astrid Nellesmann, Christopher North, Pauline Thomas and Steve Mobbs, and Alan Shaffran; and to all the organisations that have supported our activities this year.

	FY 2020/2021 £	FY 2021/2022 £
Income	632k	913k
Expenditure	611k	884k
Net income	21k	29k
Total funds brought forward as at 1 August	250k	271k
Total funds carried forward as at 31 July	271k	300k

Management Committee Members at 31 July 2022

CSaP's Management Committee oversees strategy and activities; approves the financial reports and budgets; and reports on CSaP to the University's Research Policy Committee.

Professor David Runciman
(Chair) Professor of Politics,
University of Cambridge

**Professor Sarah-Jayne
Blakemore**
Professor of Psychology and
Cognitive Neuroscience,
University of Cambridge

Professor John Dennis
Professor of Chemical Reaction
Engineering; Head of School of
Technology, University of
Cambridge

Dr Robert Doubleday (Secretary)
Executive Director, CSaP

Professor Mauro Guillén
Professor of Management Studies;
Dean of the Cambridge Judge
Business School

Professor Bhaskar Vira
Professor of Political Economy;
Head of the Department of
Geography, University of
Cambridge

CSaP Advisory Council Members at 31 July 2022

The Advisory Council meets twice a year to advise on CSaP's strategy and activities.

Bridget Kendall (Chair)
Master, Peterhouse, Cambridge

Stephen Aldridge
Director for Analysis and Data,
DLUHC

Professor Diane Coyle
Bennett Professor of Public Policy,
University of Cambridge

Tamara Finkelstein
Permanent Secretary, Defra

Sir Richard Heaton
Warden, Robinson College,
Cambridge

Professor Sheila Jasanoff
Pforzheimer Professor of Science
and Technology Studies, Harvard
Kennedy School

Professor Neil Lawrence
DeepMind Professor of Machine
Learning, University of Cambridge

Baroness Sally Morgan
Master, Fitzwilliam College,
Cambridge

Professor Andy Neely
Pro-Vice-Chancellor for Enterprise
and Business Relations, University
of Cambridge

Lord James O'Shaughnessy
House of Lords

Professor Sharon Peacock
Professor of Public Health and
Microbiology, University of
Cambridge

Dr Wolfgang Rohe
Mercator Foundation

Jonathan Slater
Former Permanent Secretary,
Department for Education

Alex van Someren
Chief Scientific Adviser
for National Security

**Professor Dame
Sarah Whatmore**
Professor of Environment and
Public Policy, University of Oxford

Policy Fellows elected 2020-22

UK PUBLIC SECTOR - WHITEHALL

Prime Minister's Office, 10 Downing Street

Ben Henshall, *Head of Analysis at No 10 Policy Unit*

Cabinet Office

Joshua Bailey,
Senior Policy Adviser

Natalia Domagala,
Head of Data and AI Ethics

Callum Maxwell, *Head of Wider Public Sector Cyber Defence*

Department for Business, Energy and Industrial Strategy

Henry Green, *Head of Net Zero Delivery and Systems*

Mohammed Hussain,
Head of International Nuclear Safety

Esther Kwan, *Lead on equality, diversity and inclusion in policy and decision making*

Sam Reed, *Senior Policy Adviser, Emissions Trading*

Isabel Webb, *Senior Private Secretary to the Secretary of State*

Department for Digital, Culture, Media and Sport

Sarah Allen, *Deputy Director, Civil Society Strategy and Analysis, Civil Society and Youth Directorate*

Isabelle De Pauw, *Head of Data Rights*

Joseph Metcalf, *Head of Australia and Emerging Technologies, Digital Trade*

Department for Education

Robert Arnott, *Director of Strategy, Social Mobility & Disadvantage*

Richard Banks, *Deputy Director, Policy Profession*

Mark Wilson, *Transforming Policy Making Lead, Policy Profession*

Department for Environment, Food and Rural Affairs

Emily Cattell & Elizabeth Hurley,
Deputy Director, Analysis and Insight

Tracie Evans, *Head of Natural Science Strategy, Environmental Land Management*

Rachel Fisher, *Deputy Director, Land Use Policy*

Ben Woden, *Senior Scientific Officer, Environmental Land Management*

Department of Health and Social Care

Charlotte Bright, *Deputy Director, International Reciprocal Healthcare, Global Health Group*

Liz Ketch, *Director, Early Years, Children and Families*

Joe Watts, *Senior Team Leader, Genomics, Office for Life Sciences (DHSC/BEIS)*

David Whineray, *Director, Covid-19 Programme*

Department for International Trade

Peter Jeffs, *Head of Tax Services, Investment Directorate*

Luke Jessop, *Deputy Director for Intellectual Property Rights, Trade Negotiations Group*

Cindy Kim, *Head of Trade, Strategy*

Matthew Li, *Engagement Manager, UK-US Free Trade Agreement Negotiations*

Shabbir Merali, *Economic Adviser to the Secretary of State*

Mark Prince, *Head of Digital Trade Policy & Negotiations*

Mohib Rahman, *Deputy Director, North America, China & Hong Kong, and Asia Pacific*

Benjamin Wannenwetsch, *Head of Technology & Capital Investment for Germany, British Consulate General Munich*

Department for Levelling Up, Housing and Communities

Pedro Wrobel, *Director of Planning*

Department for Transport

Giorgio Parolini, *Head of Advanced Fuels*

Foreign, Commonwealth and Development Office

Jemima Hodgkinson, *Head of Prosperity Programme and Policy*

Home Office

Tom Bucke, *Unit Head, Serious and Organised Crime Research & Analysis*

Camilla Thompsell, *Deputy Principal Private Secretary, National Security*

Other UK non-ministerial departments, agencies, public bodies etc

Molly Anderson, *Strategic Evidence Manager, Environment Agency*

Amy Ash, *Head of Public and Parliamentary Scrutiny, Covid Response, Government Office for Science*

Fraser Battye, *Deputy Director, Strategy Unit, NHS*

Jennifer Boon, *Deputy Director, Data Policy and Digital Oversight, NHSX*

Ian Brotherston, *Head of Public Sector Innovation Strategy, Innovate UK/UKRI*

Enrique Cadenas, *Senior Strategy Adviser, HM Courts & Tribunals Service*

Sam Cannicott, *Head of Policy and Projects, Centre for Data Ethics and Innovation*

Piera Carugno, *Head of Cross-Government R&D Strategy and Spend, Government Office for Science*

Rosemary Cornelius, *Head of Analysis and Performance, UKRI*

Jane Dennett Thorpe, *Deputy Director, Net Zero Transition, Ofgem*

Iain Harrison, *Director, Data & Analysis, Counter-Terrorism Policing HQ*

William Lord, *Strategy Lead, Industrial Strategy Challenge Fund, UKRI*

Jo Reilly, *Head of Serious and Organised Crime Unit, HM Prison and Probation Service*

Charlie Warwick, *Head of Futures Advice, Government Office for Science*

UK LOCAL AND REGIONAL GOVERNMENT

Thomas McNeil, *Strategic Adviser to West Midlands Police and Crime Commissioner*

MEMBERS OF UK PARLIAMENT

Bim Afolami, *MP for Hitchin and Harpenden (Conservative)*

Jonathan Ashworth, *MP for Leicester South (Labour)*

Darren Jones, *MP for Bristol North West (Labour)*

Laura Trott, *MP for Sevenoaks (Conservative)*

UK THINK TANKS AND CIVIL SOCIETY

Max Beverton-Palmer, *Head of Internet Policy, Tony Blair Institute*

Zoe Billingham, *Head of Policy and Engagement, Centre for Progressive Policy*

Gabriel Elefteriu, *Director of Research and Head of Space Policy, Policy Exchange*

Megan Smith, *Head of Offshore Wind Advisory, Carbon Trust*

Benjamin Szreter, *Policy Advisor to the Chief Executive, Behavioural Insights Team*

INDUSTRY

Karl Limbert, *Director of Strategy and External Relations, ENGIE*

Thomas Maitland, *Senior Associate, Global Fiscal Policy, PwC*

Jason Shepherd, *Director, Analysis and Innovation, Thomson Reuters*

INTERNATIONAL PUBLIC SECTOR AND THINK TANKS

Huda Al Hashimi, *Chief of Strategy, Prime Minister's Office, UAE Government*

Rupert Allen, *Senior Economist, International Trade, Government of Canada*

Myungsoo Cho, *Head of Programme Planning, United Nations Children's Fund (UNICEF)*

Haris Hajrulahovic, *Manager, Health Emergencies, Regional Office for Europe, World Health Organization*

Calum Handforth, *Advisor (Digitalisation and Smart Cities), United Nations Development Programme*

Policy Fellows elected 2020-22

Dongwoo Lee, *Senior Health Economist, Organization for Economic Cooperation and Development*

Sebastiano Lustig, *Policy Officer, Health Security and Vaccination Unit, European Commission*

Patrick Noack, *Executive Director, Dubai Future Foundation, Dubai*

John O'Flaherty, *Senior Legal Advisor, Commission for Communications Regulation, Ireland*

Alexis Wagner, *Manager, Food and Beverage Sector, Government of Canada*

Mahlet Zimeta, *Head of Public Policy, Open Data Institute (ODI)*

CONTINUING FELLOWS

Jess Adkins, *Deputy Director, Community-based Healthcare, Department of Health and Social Care*

Stephen Aldridge, *Director for Analysis and Data, Department for Levelling Up, Housing and Communities (DLUHC)*

Beatrice Andrews, *Head of Local Industrial Strategies, Cities & Local Growth Unit*

Tasnim Atarah, *Representative and Head of Office, Bahrain, World Health Organization*

Nick Bisson, *Director, HS2 Phase 2 and North, Department for Transport*

Deborah Bronnert, *HM Ambassador to the Russian Federation, FCDO*

Alice Bunn, *Chief Executive, The Institution of Mechanical Engineers (IMechE)*

Jo Dally, *Director, Western Gateway*

Stephen Elderkin, *Director of Environmental Sustainability, Highways England*

Oliver Ferrari, *Second Secretary, FCDO*

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