Royal Academy of Engineering | Policy Fellowships

Programme Annual Report 2025

# Engineering better policy

## Contents

# Foreword

## by Professor John Clarkson CBE FREng

Chair of Engineering Better Policy Steering Group

### Bridging the gap: Why policymakers must engage with engineering and science

**The Royal Academy of Engineering's Policy Fellowships programme continues to tackle an extraordinary range of challenges, reinforcing the role of engineering thinking in policymaking.**

In 2025, 20 Policy Fellows met 181 engineers across academia and industry. Together, they explored critical issues including whole-system regulation of the energy market; accelerating the net zero transition across the built environment and electricity system; scaling industrial decarbonisation and carbon capture; strengthening risk-based nuclear regulation; shaping the future of transport and passenger connectivity; supporting innovation clusters and regional growth; raising standards in the tax advice market; reforming higher education under financial pressure; and developing policy frameworks for emerging technologies such as AI in space science and advanced digital infrastructure.

A key strength of the programme continues to be its ability to engage with complex, system-level challenges – from energy resilience and offshore wind deployment to regulatory innovation, industrial strategy, science governance and inclusive regional growth. This breadth reflects the interconnected nature of modern policymaking and the value of engineering insight in navigating trade-offs across economic, environmental and social priorities.

This year the recently formed Alumni Forum initiated a series of rapid roundtables designed to bring Policy Fellows together for discussion on timely policy topics. These short, but lively debates focused on: industrial strategy – approaches to prioritisation and delivery; from strategy to delivery – cross-sector deployment challenges; and deepening engagement with devolved and regional authorities.

The annual Policy Fellowships Showcase continues to be a key event, bringing together policymakers and engineers to share insights, highlight achievements, and demonstrate the practical application of engineering thinking in policy development.

Professor John Clarkson CBE FREng

# Foreword

## by Dame Tamara Finkelstein DCB

CEO of the Royal Academy of Engineering

### Delivering in complexity: Engineering thinking in action

**Every serious policy challenge is a systems problem. The Policy Fellowships programme helps leaders work across disciplines to turn intent into delivery.**

In my time in government, I saw civil and public servants work with ministers to deliver for the public every day. Those working in policy are most effective at delivering better outcomes when they bring together interdisciplinary teams, engage with external experts and meaningfully work with the public. That is because every interesting policy question is a systems problem. Policy Fellowships enable policymakers to work with some of the best engineers in the UK to explore their policy issue through a systems lens and start to unravel the complexity and deliver results – that's what great engineers do.

I have had the privilege of hearing from Policy Fellows about the insights this programme gave them on issues that can really make a difference to all of us. I also experienced the learning directly as a participant in the Senior Policy Fellowship.

As a result of a group session, I made a connection with an eminent Academy Fellow whose experience was directly relevant to a multimillion-pound construction project led by my department. That engagement shifted my thinking of the culture of delivery we needed in place to successfully deliver.

Now as Chief Executive of the Academy, I am honoured to work with the whole community of talented and experienced engineers and technologists to deliver our strategy to engineer better lives. Policy Fellowships are a key tool in that strategy, and I hope we can evolve the programme to widen the areas of government and public service that we reach, so our community of engineers can help policymakers deliver better outcomes for all our communities.

Dame Tamara Finkelstein DCB

**TOP RIGHT: Alumni Dinner 2025 Reception**
(from left to right) Policy Fellow Elena Gillies, Policy Fellowships Programme Manager Mai Al Shamlan, Policy Fellow Dr Annette Pass

**RIGHT: Policy Fellowships Showcase 2025**
Dr Natasha McCarthy, Associate Director of Policy at Royal Academy of Engineering

**BELOW:**
**Alumni Commencement** at the Alumni Dinner 2025 (from left to right) Policy Fellows David Martin, Sophie George, Gillian Cross, Amy Harland, Jonathan Morris, Elena Gillies, Kathryn Barnhill, Dr Annette Pass, Will Gompertz, Abbie Badcock-Broe, Dr Daire McCoy

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Amanda Summons Creative)

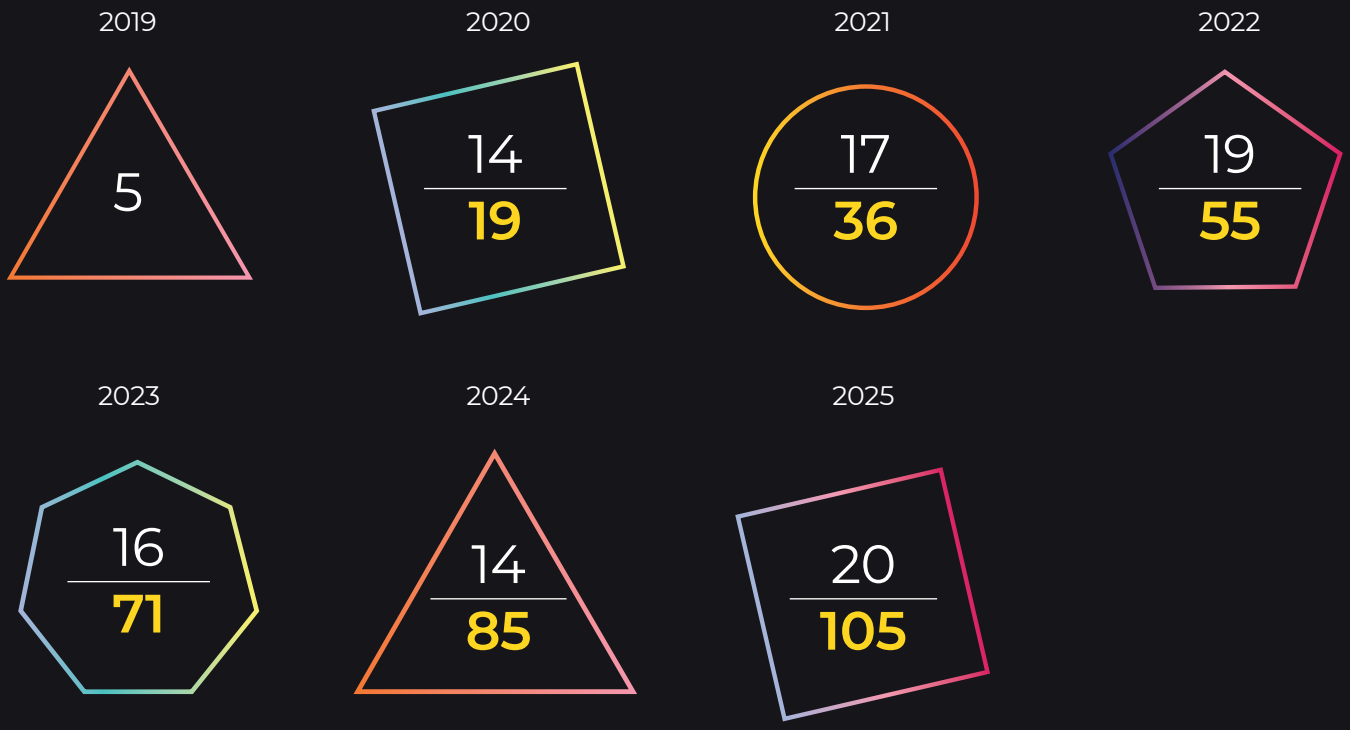
# Policy Fellowships community

## Growth & representation

### Growth and organisational representation of the community since 2019

Since its launch in 2019, the Policy Fellowships Programme has grown into a national community of **105 Policy Fellows** working across government, public bodies, academia, industry and civil society. The steady expansion of the programme reflects increasing demand for systems thinking, engineering insight and cross-sector collaboration in tackling complex policy challenges. The community brings together leaders from a wide range of organisations, creating opportunities to share expertise, test ideas and strengthen policymaking across sectors.

**Policy fellows per year / total**



## Categories of organisational representation

35

### UK government departments

- Cabinet Office
- Department for Transport
- Department for Energy Security and Net Zero
- Department for Science, Innovation and Technology
- Department for Business and Trade
- Foreign, Commonwealth and
- Development Office
- Home Office
- Department for Environment, Food and Rural Affairs
- Department for Education
- HM Revenue and Customs
- Ministry of Defence
- Government Office for Science
- Centre for Connected and Autonomous Vehicles
- Office for Zero Emission Vehicles

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### Public bodies and regulators

- Met Office
- Ofgem
- Ofwat
- Office for Nuclear Regulation
- Innovate UK
- UK Research and Innovation
- Energy Systems Catapult
- National Physical Laboratory
- Science and Technology Facilities Council
- Advanced Research and Invention Agency
- Office of the Chief Scientific Adviser

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### Industry and private sector

- Apple
- National Grid
- National Grid ESO
- Jacobs
- Ricardo Energy and Environment
- PA Consulting
- Baringa
- Faculty AI
- Nord Pool
- Infraco
- The Energy Landscape

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### Devolved and local government

- Scottish Government
- Northern Ireland Civil Service
- London Borough of Tower Hamlets
- Oldham Council
- Comune di Milano

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### Academia and research

- Lancaster University
- University of Liverpool – Institute of Digital Engineering and Autonomous Systems
- Manchester Fashion Institute,
- Manchester Metropolitan University
- National Manufacturing Institute Scotland
- BIOPOLIS-CIBIO

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### Civil society and foundations

- Cancer Research UK
- Joseph Rowntree Foundation
- AlgorithmWatch
- Church of England
- Academy of Medical Sciences
- The Premier League

# 2025 Policy Fellows

**Joshua Allcock**
Senior Policy Adviser, Office for Nuclear Regulation

How can the Office for Nuclear Regulation, with its outcomes focused regulatory regime, optimise risk-based decision-making, and best ensure that those they regulate are empowered to manage the risks they create proportionately?

**Dr George Bennett**
Lead Technical Energy Adviser, Department for Energy Security and Net Zero (DESNZ)

What are the key challenges and opportunities in achieving the government's net zero target for the built environment?

**Anjali Bhatt**
Project Manager, Science and Technology Facilities Council (STFC)

How can STFC develop a science – and engineering – led policy framework to ensure the safe, accountable, and mission-aligned deployment of AI in space science and exploration?

**Dinker Bhardwaj**
Director, Strategy & Performance, Scottish Enterprise

How can Scottish Enterprise (SE) maximise its impact in increasing the pace, scale and quality of economic growth in Scotland, especially in the face of big geopolitical, technological and social changes?

**Dr Michael Brown**
Deputy Director, Department for Energy Security and Net Zero (DESNZ)

What approaches can make the system complexity of the UK Carbon Capture Programme manageable?

**Daniel Cole**
Chief of Staff, Advanced Research and Invention Agency (ARIA)

How can ARIA effectively engage with policy and regulators to catalyse new industries anchored in the UK and ensure widespread social impact?

**Lorna Finlayson**
Head of Ports and Community Benefits for Offshore Wind, Scottish Government

How can systems thinking be applied to the development of ports to enable large-scale deployment of offshore wind and deliver maximum economic and social value?

**Frank Hemmes**
Head of Enforcement, Ofgem

How can Ofgem use a whole-system approach to optimise the effectiveness of its monitoring, compliance and enforcement functions and maximise its impact on the energy system?

**Chris Irwin**
Deputy Director for Agent Policy, HM Revenue & Customs (HMRC)

What policy interventions are most likely to be successful in raising standards in the tax advice market?

**David Legg**
Regional Manager, Innovate UK

How can innovation clusters – particularly in East and West London – drive inclusive and sustainable growth through integrated local delivery models supported by aligned national and local leadership?

# 2025 Policy Fellows

**Adam Lowes**
Head of Future Telecoms R&D and Commercialisation, Department for Science, Innovation and Technology (DSIT)

What is the right policy framework for DSIT to develop to support growth in this critical sector while delivering on immediate connectivity needs of UK citizens and businesses?

**Dr Savio Moniz**
Head of Climate Science Research and Policy Support, Department for Energy Security and Net Zero (DESNZ)

Is climate risk well understood in the energy sector and how might it affect delivery of the government's Clean Energy Superpower Mission?

**Dr Misha Patel**
Committee Specialist, House of Commons

How can emerging technologies contribute to the UK government's net zero strategy?

**Sukhi Sandhu**
Head of Rail Telecoms Policy, Department for Transport (DfT)

How can a mix of technology solutions be applied to provide good mobile passenger connectivity on trains?

**Duncan Stone**
Deputy Director for Smart Electricity Systems, Department for Energy Security and Net Zero (DESNZ)

How can government best support a rapid increase in demand side response (DSR) across the electricity system, and what is the optimal sequence of technical and policy interventions?

**Ruth Talbot**
Deputy Director for Higher Education Strategy, Department for Education (DfE)

In the context of increasing financial pressures, how can we ensure the higher education sector delivers excellent outcomes for all its students and the country as a whole, including regional and national growth?

**Dr Ines Tunga**
Renewables Practice Manager, Infrastructure and Engineering, Energy Systems Catapult

How can the UK's evolving electricity market and spatial planning approach be shaped to unlock investment in floating offshore wind, especially in the face of grid constraints, Transmission Network Use of System (TNUoS) charges, and changes to Contract for Difference (CfD) design?

**Luke Turner**
Senior Policy Manager, Department for Transport (DfT)

How should transport be designed, built and operated across the country in the future to ensure that the people who use it are at the heart of decision making?

**Dr Emily Wallace**
Fellow in Weather and Climate Extremes, Met Office

How can government, regulators, academia and industry experts create a policy, regulatory and economic environment to support a cost-effective, resilient, clean energy transition in the face of increasing climatic extremes?

**Dr Agnes Estibals**
Deputy Director, Department for Energy Security and Net Zero (DESNZ)

What is the best way of scaling up knowledge diffusion of industrial decarbonisation technologies, new materials and low carbon best practices?

# Policy Fellows driving systems thinking knowledge sharing

## A collaborative initiative with the Policy Profession Unit

The Policy Fellowships programme continues to work in partnership with the Civil Service Policy Profession Unit to deliver a systems-thinking, knowledge-sharing series for civil servants across government. The webinars provide a practical space for Policy Fellows to reflect on how they have applied engineering and systems approaches within live policy contexts, and to share tools, frameworks and lessons with colleagues working on complex challenges in different departments.

In 2025, two sessions were delivered as part of the series. **Andy Sweeting**, Consultant in Techno-Economic Assessment at Frazer Nash Consultancy and former Head of Transport, Labour Market and Skills at the Department for Transport, shared insights from his Fellowship on applying systems thinking to transport and skills policy.

**Dr Simone Cooper-Searle**, now Head of Global Environment Division at Cambridge Econometrics, reflected on how systems frameworks informed the development of the UK's hydrogen strategy.

Cooper-Searle's reflections illustrate how the series enables fellows to translate abstract systems concepts into practical approaches for real policy environments.

**Dr Simone Cooper-Searle**
Head of Global Environment Division, Cambridge Econometrics

In January 2025 I gave a presentation on my Policy Fellowship, in collaboration with the Policy Profession Unit, to civil servants working across government. I worked on hydrogen strategy in the UK government for five years. I left the civil service in May 2025 to join Cambridge Econometrics, an economics research consultancy, and was delighted to have the opportunity to revisit themes from my Policy Fellowship and consider how they could be relevant and applicable to a wider audience working on unrelated policy topics.

My presentation focused on applying systems thinking to inform the development of the UK's hydrogen strategy. I began my talk by setting out some background information about hydrogen and its potential role in the UK's future energy system.

I then explained how, through the Policy Fellowship, I was guided towards a framework from academia called socio-technical transitions theory, which allowed me to organise and understand the broader context for my policy area and bring together disparate information in a structured way. The framework enabled me to create a shared understanding of the policy context and think about tools and processes within my team and network in government that would enable me to progress my policy objectives. The presentation organised by the Policy Profession Unit gave me the opportunity to step back from my day-to-day job and think through lessons and insights for others looking to operationalise systems thinking.

"Being able to understand where certainty lies, and what it buys you in a certain particular situation, is really valuable in a climate of uncertainty."

**Emily Wallace,**
Fellow in Weather and Climate Extremes and Impacts, Met Office

"There was something, I'd even say career-enhancing, about having that type of exposure to industry experts. "

**Abbie Badcock-Broe**
Head of Corporate, UK and Decarbonisation Strategy, National Grid

"The policy challenge was about getting in, looking at what I wanted to do, and then achieving it, and putting it in a way that was going to be workable every day."

**Nicola Coppen**
Utilities Project Delivery Manager, Balfour Beatty

# Personal reflections on the Fellowship

**For Policy Fellows, completing the programme is just the beginning. We follow the journeys of nine fellows, finding out what they've learnt and how they're applying systems thinking.**

How can the fellowship help policymakers better handle uncertainty, map complex systems, and overcome challenges in delivery? We caught up with nine Policy Fellows to ask about their experiences, and what they've been working on since completing the programme.

Many have quickly progressed to new roles and challenges and share how systems thinking continues to play a role in their work.

## Finding certainty in a climate of uncertainty

**Emily Wallace** is a Fellow in Weather and Climate Extremes and Impacts at the Met Office. Her policy challenge looked at how the Met Office can support a clean, efficient, cost-effective and resilient transition to clean power.

"Given my background, I'm well aware that in this massive uncertainty, there are some things that we're much more certain about than others," she says. "Being able to understand where certainty lies, and what it buys you in a certain particular situation, is really valuable in a climate of uncertainty."

So, for example, while the Met Office can't know exactly when heatwaves will occur, it does know that they will and understands what they might look like. "This means we can build up a picture of the future that can help us prepare, which increases our resilience," she adds.

Wallace said that the programme gave her a clearer articulation of the Met Office's priorities, and of how to use data and intelligence to support the transition to clean power, a challenge that is, of course, ongoing. "We could also see the opportunities that we could be supporting, and the impact that we could be making," she adds.

> **"Being able to understand where certainty lies, and what it buys you in a certain particular situation, is really valuable in a climate of uncertainty."**
> Emily Wallace

# Personal reflections on the Fellowship

## Making complex challenges manageable

**Ioannis Mavvidis** was Infrastructure Carbon Specialist at the Department for Transport when he completed the Policy Fellowship programme. Now in the private sector, how did he apply what he learnt during the fellowship? He gives an example where he and his team were exploring the feasibility and associated cost impact of the Department for Transport achieving a reduction in the embodied carbon of its project pipeline.

"That, in my opinion, is the definition of a task where a systems thinking approach is needed," he says. The problem required him to consider different modes of transport individually, as they very in terms of whole life carbon. He also had to look at different materials – including concrete, steel, and asphalt – in isolation, as their decarbonisation trajectories are unalike.

By considering these factors as well as cost, and how it interacts with different decarbonisation options, Mavvidis found that it was indeed possible to achieve some initial carbon reduction without increasing costs (for example, through design optimisation), while achieving further reductions beyond that point is likely to increase cost (such as through low-carbon materials). "This finding could form the basis for further, informed future work," he says.

"This finding forms the basis for further, informed future work."
Ioannis Mavvidis

## Building a toolkit for tackling new problems

**Henry Dieudonné-Demaria** was a member of the same cohort as Mavvidis and also dealt with the uncertainties associated with climate. Then Head of Strategy and Europe, UK Emissions Trading, at the Department for Energy Security and Net Zero, his policy challenge looked at ways to support businesses in their investments, so that they can decarbonise in the long term.

He has since moved roles – and countries – and is now advising the New Zealand government on climate policy. He says he is working out how to apply learning from the fellowship in a new environment. "It's given me a much stronger toolkit to be able to approach these kinds of complex policy challenges in general, but specifically in the climate context," he says.

**Abbie Badcock-Broe,** Head of Corporate, UK and Decarbonisation Strategy at National Grid, says that the programme rekindled her curiosity in complexity theory, and how it manifests in systems thinking. While some of the tools in the toolkit felt familiar, she says, they have been useful to her and her team.

"It's directly helped shape some of the work that we're actually doing within our area of the business," she says, adding that she's still in touch with several of the experts she met on the programme. "There was something, I'd even say career-enhancing, about having that type of exposure to people," she says.

"It's given me a much stronger toolkit to be able to approach these kinds of complex policy challenges in general, but specifically in the climate context"
Henry Dieudonné-Demaria

"It's directly helped shape some of the work that we're actually doing within our area of the business"
Abbie Badcock-Broe

# Personal reflections on the Fellowship

Success in delivery depends on factors including finding the boundaries of the problem, getting stakeholders on board, and building a body of evidence for the impact you're having.

## Define the challenge

Finding the edges of the policy challenge, no matter how complex, is crucial for successful delivery. **Frank Hemmes**, Head of Enforcement at Ofgem, recommends that those completing the Policy Fellowship programme ensure their challenge is well-defined.

He says that the fellowship has given him the tools to create an operating model for the team he moved to after his change project came to an end. "If I hadn't done the fellowship, I don't think I would have volunteered to invent the model," he says. "Having done the fellowship, I felt that I had come across enough ideas and techniques to do that type of organisational design work with a systems approach."

## Get a mandate in place

Getting stakeholders on board is also crucial for smooth delivery. **Nicola Coppen**, Utilities Project Delivery Manager at Balfour Beatty, secured her mandate before applying for the fellowship. "Because it was funded by Westminster City Council, I wanted to make sure that I had them on board, so that what I did in my policy challenge would be valuable to them," she explains. "The policy challenge was about getting in, looking at what I wanted to do, and then achieving it, and putting it in a way that was going to be workable every day."

## Build a body of evidence

**Rick Holland**, Deputy Director at Innovate UK, worked on a policy challenge that aimed to address imbalances in the UK economy by developing innovation clusters in areas outside the southeast. His project has been integrated into Innovate UK's Launchpad programme, and he is currently measuring its impact.

Developing a body of evidence for the efficacy of an intervention, by evaluating its impact, helps policymakers of the future. "Policy development works on its own cycle and pace," he says. "Because of the inevitability of the change of policy, it's important to evaluate the difference you were making by your previous interventions, so that you're growing a body of evidence from which future policies can be developed."

" If I hadn't done the fellowship, I don't think I would have volunteered to invent the model. Having done the fellowship, I felt that I had come across enough ideas and techniques to do that type of organisational design work with a systems approach."
**Frank Hemmes**

# Personal reflections on the Fellowship

## Progress over perfection

Uncertainty is baked right into policymaking. It's inevitable. But **Badcock-Broe** notes it can be helpful – even healthy – to think of things in cycles. "The reality is that organisations of whatever type, whether they're private or public, operate within a geopolitical context, a political context, a social context," she says. "When there is smooth sailing, it makes things easier, and when it is not, it makes things harder. But something that's really healthy and helpful in a systems view, is to think: 'These are cycles that we go through. During this cycle, how do we make progress over perfection?'"

As the fellows' stories show, progress in policy is rarely linear. The impact policymakers can have depends on resources, mandate and, of course, timing. And in any system that contains people, an element of uncertainty is guaranteed. The fellowship equips leaders with the tools and mindset they need to navigate complexity when conditions change and delivery shifts course.

## Events outside your control

For her policy challenge, **Dr Frances Downey**, then Head of Research and Innovation Culture at UK Research and Innovation (UKRI), explored ways of fostering and supporting innovation culture in different sectors. She had planned to develop the work further with her team at UKRI. However, when Russia invaded Ukraine, priorities in that team changed and the project was put on hold. "They all just pivoted away," Downey says. "They said 'we're really sorry, but we just don't have time to deal with this right now'."

Now Head of Science and Research Policy at Cancer Research UK, Downey has brought along what she learnt during the programme, with plans to train her team in systems thinking. Her work on innovation culture may be on ice, but it's ready for anyone keen to take it over. "I'm still trying to get someone to pick it up, because I think it's really interesting," she says.

To that end, she has created a resource about innovation culture, which she shares with policymakers. "I always get good feedback from it."

## Navigating challenges in delivery

Government reshuffles, geopolitical events, personnel changes... these are just three things that can get in the way of successful policy delivery. However, while events outside of their control sometimes got in the way of fellows completing their original policy challenges, we found that the very process of defining the problem and designing an approach to tackling it can have value all its own.

While the fellowship cannot guarantee straightforward delivery, it can strengthen leaders' ability when context or priorities change.

# Personal reflections on the Fellowship

## Lack of mandate

**Frank Hemmes**, Head of Enforcement at Ofgem, had a policy challenge that involved using systems thinking to embed a more holistic approach to the organisation's compliance and enforcement. It would require working with the organisation's disparate individual compliance teams, a difficult undertaking when every team has its own way of working.

Delivery was stymied by budgetary and structural challenges, as well as a lack of mandate. "So, I ended up in this weird position," he says. Hemmes and his team needed to encourage different teams to work together, but he found that "of course, they all had their own objectives and priorities".

Despite hitting this stumbling block in his delivery, he says that he found it validating that the problem was a genuinely difficult one; the kind of problem that many leaders are dealing with, rather than a problem with a simple solution that he hadn't yet found. "No one was able to give me a silver bullet, but in a way, it was validating to find out that no silver bullet existed, because at least it meant I hadn't missed it," he says.

## Unmapped territory

In the world of engineering, testing ideas will often involve surfacing what is and is not possible, which is central to innovation.

**Alex Meek-Holmes**, now Government Lead EMEIA at Apple, had a particularly "knotty" policy challenge. It related to the secure by design principle, which says that any internet-connected device should be securely designed by default to reduce burden on the end user.

Then Deputy Director of Cyber Security at the Department for Digital, Culture, Media, and Sport, Meek-Holmes' challenge considered what secure by design would look like for operational technology devices, such as machines that control temperature flows in power plants.

"Every time I spoke to someone, they'd say 'that's a bit tricky'," he says. It was difficult to find leaders with the right expertise, even if they were interested in the challenge. "It was more that they were thinking through the problem with me rather than having experience of it, because no one in the world has actually solved it," he adds.

Meek-Holmes did not reach a neat solve for this particular problem in the timeframe of the fellowship but did say that it "confirmed the problem hadn't really been solved and that there wasn't an easy way to solve it, which was helpful in itself".

His progress on the challenge has also had a real-world impact. Meek-Holmes' secure by design programme contributed to the secure by design act in UK government. He moved to Amazon, where he applied that secure by design principle in Amazon Web Services (AWS). What did the company go on to name the principle in-house? Sovereign-by-design.

"I did the project, which I applied to a multibillion-dollar company, and it is now their strategy," he says. "The AWS's sovereign-by-design approach is very coincidental to the UK government's secure by design approach. The wording is not a coincidence."

## Ongoing, complex problems

Mavvidis, now Manager of Climate and Sustainability Services at EY Greece, like several other Policy Fellows, also had to consider the impact of a changing climate for his policy challenge. The challenge related to the decarbonisation of transport infrastructure, a key concern at the Department for Transport, where he was working at the time.

The complexity of the challenge meant that by nature, it would be impossible to deliver completely. "My challenge was so complex that it makes it difficult to clearly define what total completion looks like," he says. However, complex or ambitious challenges are still worth exploring through the Policy Fellowship, he adds.

"Every long-term planning decision is associated with uncertainty," he says. "However, uncertainty should not stop us from drawing conclusions and making recommendations."

**"Every long-term planning decision is associated with uncertainty. However, uncertainty should not stop us from drawing conclusions and making recommendations."**
**Ioannis Mavvidis**

# From strategy to reality

**At three roundtable events in 2025, Policy Fellows met with Academy Fellows to discuss challenges to policy delivery and strategies for overcoming them. Here are some of their insights.**

Engagement between central government and regions can be inconsistent and overwhelming. Policymakers need clearer shared objectives, as well as signals of what central government needs from local partners.

Regions succeed when individuals or teams act as systems integrators. Soft power and convening power are important factors, and local authorities should be empowered and trusted to deliver.

In addition to receiving expert advice and support with their policy challenges, Policy Fellows become part of a network of policymakers – an alumni community that also includes Academy Fellows, who are engineering experts from different disciplines.

After completing their policy challenges, fellows are invited to take part in Rapid Roundtables. These are regular, flexible meetings where Policy Fellows and Academy Fellows come together – remotely or in person – to discuss live, cross-cutting policy questions, test ideas from their own work, and build shared understanding over time.

In 2025, there were three roundtables. They discussed how to prioritise work following the Spending Review; how the government can use systems thinking to anticipate and overcome barriers in cross-sector implementation; and ways that national strategy can better align with devolved and regional systems.

We've brought together some of the insights from those roundtables.

## Appreciate that every place is different

Place plays a hugely important role in policy success. Regions vary widely in maturity, capability, and political context. For best practice to be useful, it must be broken down into the process and capabilities that make it work.

"Every place is different," says **Rick Holland**, Deputy Director at Innovate UK, who took part in all three of 2025's Rapid Roundtables. While national policy is essential for enabling the UK to compete within a global context, he adds, local expertise is also paramount. "The people who operate at that local level can actually understand better than a national policymaker what the combination of policies means for their local area."

"Local intelligence and local awareness – of what their economy is like, and who their most innovative actors are – are at a higher level than what we as a national organisation can have for all places in the UK," he adds.

How do we enable meaningful collaboration, so that national and local powers are pulling together? Engagement between central government and regions can be inconsistent and overwhelming. Policymakers need clearer shared objectives, as well as signals of what central government needs from local partners. Rivalries between local authorities, industry groups, or higher education institutions can hinder collaboration, so it is important to get a neutral facilitator in place.

## Understand the limitations of frameworks

Although frameworks will continue to play a role in policy, they can't account for complexity, such as where policy areas overlap – such as net zero objectives and trade strategy.

Prioritisation frameworks do not necessarily make policy delivery clearer. Rather, tools such as systems mapping, foresight methods, and structured prioritisation matrices may help policymakers be more joined-up in their decision-making.

**José Pedro Reis**, formerly Principal Policy Adviser at the Greater London Authority, participated in two of the 2025 Rapid Roundtables. For his policy challenge, which was to maximise the mayor's soft powers to influence policy, he used a systems mapping technique to develop a framework. Reis says that the framework helped him understand the scope of his challenge, and the levers that could make an impact. While never designed to be a tool that would work over and over again, he says, it embedded a way of thinking. "In hindsight, the most valuable part of my challenge was the in-depth understanding it provided," he adds.

## Harness the power of local leadership

Another key piece of the puzzle is local leaders. Regions succeed when individuals or teams act as systems integrators. Soft power and convening power are important factors, and local authorities should be empowered and trusted to deliver. If taking the lead feels risky, however, progress can stall.

Holland explains the consequences of a lack of leadership when trying to bring about change. He describes a situation where there may be 50 innovation projects in an area that has the potential to grow as a cluster.

The projects have something in common in that they have the same interests, and the cluster offers each project the same potential market opportunities. But if no organisation is willing to take the lead on behalf of the group, the cluster cannot coalesce.

The result? "The UK doesn't gain the benefits that stronger networks can bring through innovation clusters," he says.

The Cambridge Cluster is a hub of more than 5,000 technology and life science companies that in 2025, raised more than $2bn in venture capital. As the Cambridge Cluster shows, innovation actors can come together, and when they do, the results can be transformative. "There could be a sort of critical mass you have to get to," Holland says, "or a triggering moment at which you can find a commercial model, whereby a cluster leader can get their share of the reward and can keep that networking model continuing into the future for onward growth."

Just as Holland's innovative actors gain strength when they come together as clusters, Policy Fellows can become more effective policymakers as part of the Academy's network. Not only can they harness expertise from a diverse range of expert practitioners, with the Rapid Roundtables, they can test ideas in real time and refine their understanding as conditions change.

And if there's anything we can be certain about in government, it's that conditions will change.

# “This community is important, because a lot of the topics are relevant to what type of work I do.”

**José Pedro Reis,**
Senior Organisational Strategy Officer, Biopolis-Cibio

**The Academy’s Rapid Roundtables bring together Policy Fellows as well as Academy Fellows – engineering and systems thinking experts from a variety of sectors – to discuss upcoming challenges in policy delivery, and shape best practice in policymaking.**

**At the last roundtable, held in November 2025, participants also discussed ways they and the Academy can work to make a greater impact in policy, and ways to make the programme even more helpful.**

**Each roundtable concludes with a set of action points to ensure that progress builds on past meetings. After the November roundtable, Fellows resolved to explore opportunities to engage with emerging regional structures, consider how to best use the Academy’s regional Enterprise Hubs, and develop options for sharing learning across regions.**

**For Policy Fellows, the Rapid Roundtables provide a complementary space for peer learning, systems thinking, and early-stage exploration of complex delivery challenges. The regularity of the sessions allows for the development of themes across sessions, so progress builds over time.**

**“You see the same faces again,” says Reis. Although Reis is now working outside the UK, he maintains a connection to his fellowship cohorts, partially through the roundtables, but also in a less formal capacity. “If I were to have a problem where I think that they could help, I’m pretty sure I could drop them a line and they will,” he says. “This community is important, because a lot of the topics are relevant to what type of work I do.”**

# Academy Fellows' Perspectives

## Engineering expertise in support of policy delivery

**Professor Rahim Tafazolli FREng**
Regius Professor in Electronic Engineering

**Background**
Regius Professor Rahim Tafazolli CBE FREng is the UK's only Regius Professor in Electronic Engineering and a leading authority in mobile and satellite communications. Based at the University of Surrey, he founded the world's first 5G Innovation Centre (5GIC) in 2012 and later established the UK's first dedicated 6G Innovation Centre in 2020. A Fellow of the Royal Academy of Engineering, IEEE and the Institution of Engineering and Technology, he advises governments and industry internationally, represents the UK Space Agency at ESA 5JAC and serves as its Chair.

Under his leadership, 5GIC received the Royal Academy of Engineering Bhattacharyya award for best UK research centre working with industry in 2021, and he was recognised by the Institute of Telecom Professionals in 2023 for Outstanding Contributions to Industry. He has more than 30 years' experience in wireless communications, spanning from 2G to early satellite personal communication networks.

"It was so refreshing and eye opening for me to learn about policy issues in other sectors beside my own telecom."

# Academy Fellows' Perspectives

## Professor Phil Blythe CBE FREng

Professor of Intelligent Transport Systems and Head of the Future Mobility Group at Newcastle University

**Background**

Professor Phil Blythe CBE FREng is Professor of Intelligent Transport Systems and Head of the Future Mobility Group at Newcastle University and is the Director of the DfT/UKRI funded National DARe Hub addressing the multiple challenges of the decarbonisation, adaptation and resilience of transport infrastructures. Prior to returning to academia, Phil was the Chief Scientific Adviser for the Department for Transport from 2015 to 2021.

"I have been a big supporter of the Policy Fellowships since the idea was first mooted to bring individuals with a key policy challenge to the Academy to understand how systems thinking and a range of tools and techniques that we use in engineering could possibly help provide new way of looking at the challenge and possible solutions.

I think this is a win-win situation for both the Policy Fellow and the Academy – we bring them our expertise, experience and new approaches to considering a complex policy question and the Academy gets an insight into policy formation and the complexities of this. Notwithstanding building up a cohort of fellows that will have a much deeper understanding of the assets the Academy have and how effective they can be in supporting government and policy."

## Luke Logan FREng

Luke Logan Consulting Ltd.

**Background**

Luke Logan FREng is an engineer, adviser, and non-executive director with experience across aerospace, defence, advanced manufacturing, and technology in the UK and Europe. He works at the interface of engineering, industry, and government, helping translate technical insight into practical decision-making with long-term public and economic value.

Luke is industry lead for aerospace, defence and security at a global engineering services organisation and runs Luke Logan Consulting Ltd, advising boards and executive teams on strategy, governance, and engineering leadership in complex, regulated environments. Luke holds several non-executive and trustee roles and is known for his independent perspective and systems-level approach to engineering and policy.

"This is my second year of engaging with the Policy Fellows as I find the conversations both enlightening and rewarding. I'm fascinated how insights and approaches from one sector are frequently relevant or disruptive when applied in another sector.

Systems thinking is increasingly discussed in non-engineering circles but it's clear to me that true application of systems engineering approaches remains in its infancy with respect to many policy challenges. When combined with the promise offered by growing technologies (including model-based systems engineering and AI) the opportunity for engineering to support our non-technical colleagues in changing the world remains high. I'd recommend this activity to any Fellow who both remains curious about the wider world, beyond their expertise, and is passionate about the Academy's goal of engineering better lives."

# Academy Fellows' Perspectives

## Dame Dervilla Mitchell DBE FREng

**Background**
Dame Dervilla Mitchell DBE FREng is an experienced engineering leader who has been involved in significant infrastructure programmes at Heathrow, Dublin and Abu Dhabi airports as well as leading the design on a range of new build and renovation projects in different sectors.

She spent most of her career at Arup, a trust owned organisation, latterly serving as Global Deputy Chair and Ethics Director and now acts as independent advicer. She has been an active Fellow of the Royal Academy of Engineering, sitting on several committees and serving a term as Vice President. She is currently Co-Chair of the National Engineering Policy Centre Climate & Sustainability Community of Interest. She was awarded a DBE for services to engineering in 2024 having previously received a CBE in 2014.

She has received Honorary Doctorates from University College Dublin and Imperial College London where she now sits on the Industry Advisory Board for the Department of Civil and Environmental Engineering.

"It is a great pleasure to contribute to the Policy Fellows programme. Each year we are exposed to a new range of policy challenges and the conversations with the Policy Fellows are always engaging and interesting, opening up different perspectives and approaches which seem to be welcomed by the individuals."

**Professor Raffaella Ocone OBE FREng FRSE**
Professor of Chemical Engineering at Heriot-Watt University and President of the Institution of Chemical Engineers

**Background**
Professor Raffaella Ocone OBE FREng FRSE became the first Caroline Herschel Visiting Professor in Engineering at Ruhr University in 2017, in recognition of her contributions to engineering ethics, and was appointed Cavaliere of the Order of the Star of Italian Solidarity by the President of the Italian Republic. In 2019, she was named one of the Top 100 Most Influential Women in Engineering. Her research focuses on complex reactive systems and sustainable hydrogen production, alongside leadership in engineering ethics and responsible technologies.

"Being involved in the Policy Fellowships programme has been both a valuable and enjoyable experience for me. The programme has deepened my understanding of the challenges and opportunities associated with scaling up engineering innovation. While engineering can drive innovation, effective implementation at scale requires supportive policy frameworks.

The Policy Fellowships programme has given me the opportunity to engage with outstanding Policy Fellows and better understand the challenges they face. I hope that they have found the interaction with engineers equally rewarding. At this critical time, the programme provides a unique opportunity for policy and engineering to work together to ensure the successful implementation of the Industrial Strategy."

# Academy Fellows' Perspectives

**Professor Dame Helen Atkinson DBE, FREng**
Deputy Vice Chancellor, Faculty of Engineering and Applied Sciences, Cranfield University

**Background**
Professor Dame Helen Atkinson DBE FREng is a Fellow of the Royal Academy of Engineering and Deputy Vice-Chancellor of the Faculty of Engineering and Applied Sciences at Cranfield University, having previously served as Pro-Vice-Chancellor of the School of Aerospace, Transport and Manufacturing. She was the first woman President of the Engineering Professors' Council in its 50-year history and has held senior leadership roles across the engineering profession, including Vice President and Trustee of the Academy and Chair of its Education and Skills Committee. Dame Helen also chaired the Academy's This is Engineering campaign from its inception until 2023, helping inspire millions of young people to consider engineering careers.

A Fellow of the Royal Aeronautical Society, the Institution of Mechanical Engineers, and the Institute of Materials, Minerals and Mining, she has served on national skills and safety bodies and received multiple honours for leadership and public service. She was appointed Dame in 2021 for services to engineering and education and is a Deputy Lord Lieutenant for Bedfordshire.

"I have always found engaging with Policy Fellows thought-provoking. I hope I have helped each Fellow to have a wider window on the world in terms of how policy impacts in the universities and in industry. In turn I have greatly appreciated gaining understanding of the pressures the Policy Fellows are working under and the framework of their thinking. The Academy's Programme is hugely valuable."

## Professor Becky Lunn MBE FREng FRSE
University of Strathclyde

**Background**
Professor Becky Lunn MBE FREng FRSE is a Royal Academy of Engineering Green Future Fellow researching decarbonisation of critical minerals production and design of whole-life clean energy systems. She was the first woman, and first engineer, awarded the Geological Society's Aberconway medal in 2011, in recognition of her work with the nuclear industry.

For her outstanding contribution to research, and her support of equality diversity and inclusion (EDI) in STEM, the Saltire Society named her one of 10 inaugural 'Outstanding Women of Scotland' in 2015. She received an MBE for her services to higher education in 2017.

"Engaging with Policy Fellows is a really enjoyable experience, and I always say yes! You meet enthusiastic individuals who want to make well-informed decisions across government. Opening up the conversation between engineers and policymakers improves the nderstanding on all sides, and results in better decision-making on investments in the engineering industry, and on priorities for national infrastructure. It allows us to learn from each other."

# Lessons and highlights from the 2025 Showcase: From challenge to impact

**What makes policy fly? At the annual Showcase in autumn 2025, three fellows discussed the skills, mindset and government support needed to transform ideas into policy.**

"Networking is what I see in really brilliant civil servants... Good civil servants can make things happen inside one department. Brilliant civil servants can make things happen across several departments."

**Professor Dame Angela McLean DBE HonFREng FRS**
Government Chief Scientific Adviser

"In policymaking, as in engineering, you need to get your specification right."

**Natasha McCarthy**
Associate Director for Policy, Royal Academy of Engineering

How do good ideas become policy? That was the question posed by **Natasha McCarthy**, the Royal Academy of Engineering's Associate Director for Policy, at the latest annual Policy Fellowship Showcase in autumn 2025.

The Showcase brings together civil servants, engineers, and industry experts to discuss how systems thinking can play a role in tackling complex policy challenges.

For the third Showcase Policy Fellows who worked on challenges as diverse as developing safety assurance for self-driving cars, raising tax advice standards, and fostering innovation culture, shared what they learnt during the Policy Fellowship programme, and discussed best practice strategies for bringing policy from an idea into the real world.

They were joined by **Matthew Gill**, Programme Director at Institute for Government, **Dr David Cleevely CBE FREng**, serial technology entrepreneur and former chair of the Policy Fellowships programme's working group, and **Professor Dame Angela McLean DBE HonFREng FRS**, Government Chief Scientific Adviser and Head of the Government Science and Engineering Profession.

## Set clear objectives

When political cycles are just five years long, how can policymakers ensure their progress doesn't lose momentum, and that their eventual policy will make an impact?

In policymaking, as in engineering, you need to get your specification right, McCarthy said. This means setting clear objectives. "Be really clear on what the objective is from the outset," said Gill. "If you can articulate that clearly... you can then take that through and land it with people to try and make change happen."

Just as important is avoiding "mission creep", he added. If things are going well, there may be pressure to add new objectives to the ultimate challenge goal. "You have to be really careful not to let that happen, so that you can actually show that you've achieved the thing you set out to achieve."

**Frances Downey**, Head of Science and Research Policy at Cancer Research UK, said that as well as being clear about what you want to achieve, it's important to be transparent and inclusive: "Bring everyone who needs to be in the room into the room," she said. "Don't create silos. Sometimes people try and information guard and hoard. Try to break those barriers down and also be generous when information isn't shared."

**Policy Fellowships Showcase 2025 Panel** (from left to right) Policy Fellows Chris Irwin, Elena Gillies, and Dr Frances Downey, Dr David Cleevely CBE FREng, serial entrepreneur and former chair of Policy Fellowships Working Group, Dr Matthew Gill, Programme Director at the Institute for Government, and Dr Natasha McCarthy, Associate Director of Policy at the Royal Academy of Engineering. (Image Credits Amanda Summons Creative)

# Lessons and highlights from the 2025 Showcase: From challenge to impact

## Build trust with the public

In areas where safety is paramount, such as regulation of self-driving cars, public trust plays a big role in policy success.

"Public trust is not a nice-to-have, but is really central," said **Elena Gillies**, Head of Automated Vehicles Act Implementation at the Department for Transport. "This means clearer communication, better explainability, and more opportunities, ultimately, for people to experience automated technology in safe and familiar settings."

Gillies' policy challenge focused on developing safety protocols for self-driving vehicles (See page 36 for case study). She said that the programme helped her identify leverage points where small policy interventions could deliver large safety gains and support greater public understanding, which in turn, is more likely to lead to acceptance.

One of those leverage points was explainability – outlining how the systems actually work.

Trust is also an important factor in tax policy. **Chris Irwin** is Deputy Director of Agent Policy at HMRC. His policy challenge explored how to raise standards and better serve consumers in the tax advice market. "If people trust the system, they are more likely to choose to pay the right amount of tax," he said. This is where systems thinking comes into play.

When mapping the system, he found trust-eroding conflict – the incentives of tax advisers and the tax authority were not aligned. While the former is typically perceived to help people pay less tax, the latter is typically perceived to make people pay more tax, Irwin explained. Having reached this conclusion, he set out to align those incentives towards a shared purpose, or mission, of helping people pay the right amount of tax at the right time, and in a way that increases trust.

**Policy Fellowships Showcase 2025 Panel** (from left to right) Policy Fellows Chris Irwin, Elena Gillies, and Dr Frances Downey, Dr David Cleevely CBE FREng, serial entrepreneur and former chair of Policy Fellowships Working Group. (Image Credits Amanda Summons Creative)

**LEFT:**
**Policy Fellowships Showcase 2025 Reception**
(Image Credits
Amanda Summons Creative)

## Build networks and coalitions

Policy Fellows become part of a network of industry leaders and senior policymakers, presenting opportunities to discuss ideas with experts outside their sectors.

"What makes things really work is that peer-to-peer exchange, where you can freely discuss the ideas," said Cleevely. A network of leaders with diverse expertise becomes a constant source of strength even if you move jobs, or there are disruptive changes in government.

Ministerial support is important, but ministers change, Gillies said. "Having cross-government support is key." She continued: "The thing that really came through for me from the fellowship was that point around building this foundation of stakeholders and broader public support for what you're doing, which hopefully will resonate and last much longer." See page 36 for a deeper exploration of Gillies' policy challenge, and how she tackled it.

Building coalitions within government also makes it possible to find a champion for your idea. Gill explained: "What works – even in government – is somebody who can be a broker of the idea... a champion of the idea and build a consensus around it across departments with competing objectives."

Downey suggested "leaning into" non-governmental organisations that want to help, and that can adopt a more long-term outlook as they're "not being buffeted by the political turmoil".

## Provide a space and language for networking

To round off proceedings, McLean delivered a keynote that also noted the value of networking. "Networking is what I see in really brilliant civil servants," she said. "Good civil servants can make things happen inside one department. Brilliant civil servants can make things happen across several departments."

However, while civil servants "network like nobody's business" she said, unlike academics, they perhaps lack the framework to collaborate across departments. "It's hard – different departments of government are more siloed than, say, different universities, or different departments in universities," she said.

The Academy's Policy Fellowships programme provides a framework for networking, giving policymakers space to develop their ideas with a diversity of industry experts. "Business networking and providing language for networking is tremendously important," McLean said. "That's part of what's happening here."

> **"Good civil servants can make things happen inside one department. Brilliant civil servants can make things happen across several departments."**
> **Professor Dame Angela McLean**

# Policy Fellows in practice

## Building a safe road to the self-driving industry

**Elena Gillies** from the Department for Transport explains how the Policy Fellowship is helping her build a regulatory framework for self-driving vehicles.

The burgeoning self-driving vehicle industry has the potential to improve road safety, attract investment, and create thousands of jobs in the UK.

However, adoption of the technology depends on many factors – most notably, public trust.

Elena Gillies, Head of Automated Vehicles Act Implementation for the Centre for Connected and Autonomous Vehicles at the Department for Transport, is responsible for delivering a regulatory framework for automated vehicles that supports innovation while ensuring public safety.

"The Fellowship played a critical role in helping me address this challenge," Gillies said at the Policy Fellowship Showcase, where she also outlined three ways it helped her take on her challenge: by providing access to industry experts, exposing her to systems thinking, and creating a space for her to test emerging ideas.

> "The Fellowship played a critical role in helping me address this challenge."
> **Elena Gillies**

### Access to industry experts

To help tackle this multi-faceted problem, Gillies had 13 in-depth discussions with experts across a wide range of fields, including AI, ethics, and regulation.

“They significantly widened my perspective,” she said. “My policy challenge quickly evolved from a very narrow focus of what the authorisation rules should be, to [an understanding of] how these moving parts fit together, and what a futureproof regulatory framework actually needs to look like.”

### Exposure to systems thinking

Systems thinking helps engineers make complex problems with many moving parts more manageable. “It became a key tool for navigating complexity,” Gillies said. “It helped me leverage points where small policy interventions… could deliver large safety gains, support greater public understanding and ultimately, acceptance.”

**“They significantly widened my perspective. My policy challenge quickly evolved from a very narrow focus of what the authorisation rules should be, to [an understanding of] how these moving parts fit together, and what a futureproof regulatory framework actually needs to look like.”**

### Testing new ideas

The fellowship gave Gillies the space to test emerging ideas, which she said helped her build a “much richer foundation” for future policy development and risk management.

For example, through her discussions with Academy Fellows and academic experts, she could explore whether a dynamic assurance model, a method for assessing safety risks in real time and adjusting accordingly, could work within the UK’s regulatory structure.

“That exploration helped me understand its feasibility, the risks and the adjustments that would be needed for regulatory oversight,” she added.

### Beyond the fellowship

Gillies completed her fellowship in 2025, although the experience continues to have an impact on how she and her team work, she said at the Showcase: “The insights gained during the fellowship continue to shape my work today, and indeed that of my colleagues.”

# Acknowledgments and thanks

**The Royal Academy of Engineering would like to thank Dr Hannah White OBE, Director and CEO of the Institute for Government, and Dr Matthew Gill, Programme Director at the Institute for Government.**

Our thanks also go to the Policy Profession Unit team, in particular **John Murphy** and **Cairen Morgan** for their advice and collaboration on our joint Knowledge Sharing miniseries.

We are particularly grateful to **Dr David Cleevely CBE FREng** for his inspiration, support, and leadership since the inception of the programme. We would also like to thank **Marine Shah**, who served as Head of Policy Programmes and Partnerships and, together with the Dr Cleevely, working group and policy team, played a central role in building the Policy Fellowships programme into what it is today. Their leadership and commitment were instrumental in shaping both the programme's direction and its impact.

We would also like to extend our thanks to **Paul Taylor CBE FREng**, **Paul Kett**, and other members who have served on Policy Fellowships working groups and advisory roles and who stepped down over the past year. Their time, insight, and leadership have played an important role in shaping the programme.

At the same time, we warmly welcome new members of the Academy team and governance groups who have joined during the year, and we look forward to working with them as the programme continues to evolve.

We are further grateful to all the Academy Fellows and awardees, fellows and staff of the professional engineering institutions and partners of the National Engineering Policy Centre, Fellows of the British Academy, and all experts, entrepreneurs and academics who have given their time in 2025 to support the programme and to meet our Policy Fellows.

**LEFT:**
**Alumni Dinner 2025**
Dr David Cleevely CBE FREng, serial entrepreneur and former chair of Policy Fellowships working group
(Image Credits
Amanda Summons Creative)

### Engineering Better Policy Steering Group

Susan Acland-Hood
Professor Phil Blythe CBE FREng
Professor John Clarskon CBE FREng (Chair)
Dr Steve Denton FREng
Professor Nigel Gilbert CBE FREng
Dame Judith Hackitt DBE FREng
Cambyse Jafari-Pak
Ragne Low
Jo Reilly
Dame Frances Saunders DBE CB FREng
Professor Nici Zimmerman

### Programmes team

| | |
|---|---|
| Nasir Kazmi | Head of Policy Programmes |
| Ajo Kacmar | Programme Manager, Alumni Community |
| Mai Al Shamlan | Programme Manager, Policy Fellowships |
| Lauren Clarke | Senior Systems Thinking Practitioner, System Approaches in Government |
| Rosal Lim | Programme Manager, System Approaches in Government |
| Angus Leong | Programme Officer, System Approaches in Government |

The Policy Fellowships team would like to express their great appreciation to Academy colleagues for their advice and support, which have made the programme possible.

# Apply

Twice a year the Royal Academy of Engineering will select exceptional policymakers to become Policy Fellows.

Successful Policy Fellows are civil servants or public servants with responsibility for policy or service design in any sector and with the ability to influence and impact public policy.

The Academy is committed to diversity and inclusion. We welcome applications from a range of backgrounds for example: economics, politics, sociology, health, planning, digital, science or engineering; and from a range of institutions with a public service mission, including central, devolved and local government, arm's length bodies or public agencies.

## Key dates

| APPLICATIONS OPEN | APPLICATIONS CLOSE | PROGRAMME STARTS |
|---|---|---|
| 24 February 2026 | 20 May 2026 | September 2026 |
| 4 August 2026 | 18 November 2026 | March 2027 |

For more information, please visit: **raeng.org.uk/policyfellowships**
contact the programme team at **policyfellowships@raeng.org.uk**

**RIGHT:**
**Policy Fellowships Showcase 2025 Reception**
Gulsen Guler, Programme Manager of Future and Dialogues at Royal Academy of Engineering

**FAR RIGHT:**
**Policy Fellowships Showcase 2025 Panel (from left to right)**
Dr Matthew Gill, Programme Director at Institute for Government, Dr Natasha McCarthy, Associate Director of Policy at Royal Academy of Engineering

(Image Credits
Amanda Summons Creative)

The Royal Academy of Engineering creates and leads a community of outstanding experts and innovators to engineer better lives. As a charity and a Fellowship, we deliver public benefit from excellence in engineering and technology and convene leading businesspeople, entrepreneurs, innovators and academics from every part of the profession. As a National Academy, we provide leadership for engineering and technology, and independent, expert advice to policymakers in the UK and beyond.

The world is changing rapidly, with economies, supply chains and security critically dependent on engineering capability. Engineers are uniquely placed to respond to that change and innovate solutions to the challenges it presents. Working in collaboration with our partners and the profession, we aim to connect public voices to our programmes and unlock greater societal value from technology.

The Academy has also launched the Engineering Better Policy Steering Group, a development of the Policy Fellowships and Systems Approaches in Government Working Groups, to oversee their policy programmes, which connect policymakers with engineers and engineering thinking.

## What we do

We have three goals:

**Sustainable and Innovative Economy,** where sustainability drivers, innovative industries and resilient infrastructures are aligned to drive growth and productivity that will support better lives for all.

**Technology Improving Lives**, where technology in all its forms is used to meet the most important human needs, avoid harm, support fairer societies and break down barriers to opportunity.

**Engineering Community Fit for the Future**, where our community reflects society in its diversity, commits to creating inclusive cultures to help drive engineering excellence, and has the skills to meet future needs safely, securely and ethically, and to keep pace with innovation.

Our work is enabled by funding from the Department for Science, Innovation and Technology, corporate and university partners, charitable trusts and foundations, and individual donors.

For more information about the Policy Fellowships programme, please visit **raeng.org.uk/policyfellowships** or contact **policyfellowships@raeng.org.uk**

Royal Academy of Engineering | Policy Fellowships

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