

# Rebecca Jeffree BEM

rebeccajeffree.com

Forward-thinking policy advisor with 11 years of multi-disciplinary experience at the heart of government. Strong, rounded track record of developing and influencing government policy across a range of high profile and contentious issues. Particular experience within the environmental agenda as well as in equality for marginalised groups; most recently working on EU Exit fisheries negotiations and, before that, transgender rights. Awarded a British Empire Medal for leading culture change in central government on women's representation. Known for my ability to grip multi-faceted, complex problems quickly, draw in diverse perspectives and advise decision-makers robustly on policy solutions.

## Key skills:

- Able to think flexibly and widely, avoiding silos and bringing a range of perspectives into solving complex issues
- Able to oversee rigorous qualitative and quantitative analysis and embed this in policy design
- Communicating persuasively and effectively to inspire a range of senior stakeholders including government Ministers
- Systems thinking: managing ambiguity and complexity
- I create talented, confident, visionary teams who think critically and pioneer new ways of working

## EMPLOYMENT

Department for Environment, Food and Rural Affairs, HM Government, London, UK

07/2017 - present

### **Head of Fishing Opportunities Shares, Annual EU Fisheries Negotiations (previously Head of Access & Quota, EU Exit Negotiations)**

- Systems thinking in negotiations: building and leading a multi-disciplinary analytical team, pioneered a novel, data-driven approach to supporting annual international fisheries negotiations strategies.
- Covid-19 response: advised Ministers on several complex options for providing emergency financial aid for the fishing industry; supported work to deliver [£10m financial support package](#) for fishing businesses.
- Decision support: using political judgement, strong, persuasive evidence and effective communication of technical issues, built trust with officials and Ministers from Number 10 and the Department for Exiting the European Union, effectively supporting their decision-making on the UK's priorities in negotiations with the EU on fisheries.
- Data analysis: oversaw government's fisheries science body's production of the scientific and technical analysis of the UK's zonal attachment shares, which was published in the [2018 government white paper](#).
- Stakeholder communication: represented the government in consultation events with the fishing industry around the coast, effectively explaining complex quota policy to a diverse range of fishermen to help connect them with the decisions that affect them.

Government Equalities Office (GEO), Department for Education, London, UK

10/2015 - 07/2017

### **Head of Transgender Policy and Head of Director's Office**

- Policy advocacy: leading the [Government's public response](#) to the Women and Equality Select Committee's report into transgender equality, I worked across multiple departments to commit the Government to a range of ambitious improvements to public services and legislation to achieve equality for transgender people.
- Policy development: worked closely with the Ministry of Justice, Equality and Human Rights Commission, NGOs and NHS gender identity clinics to advise ministers on options for the controversial review of the Gender Recognition Act.

Department for Environment, Food and Rural Affairs, London, UK

07/2014 - 09/2015

### **Team Leader, Floods Spending Review & Floods Funding Strategy**

- Public spending strategy: led on the floods element of Defra's input to Government's Spending Review (~£660m pa pre-review), developing efficiency options with HM Treasury and the Environment Agency, assessing the impact of the 6-year £2.3bn capital investment programme for England on floods, and pushing for a good settlement for Defra on the floods budget to ensure people were protected from flooding.
- Policy delivery and design: designed and delivered a £500k 'pathfinder' with 6 flood risk management authorities to help small communities more efficiently and affordably access funding for flood defences.
- Stakeholder management: supported the Environment Agency's development and publication of a Long-term Investment Strategy, an economic assessment of future floods investment needs for England.

Department of Energy and Climate Change (DECC), London, UK

04/2012 - 06/2014

### **Senior Policy Analyst and Green Growth Lead, Strategy Directorate**

- Leadership: received departmental award and British Empire Medal in 2015 Queen's New Years Honours list for founding DECC's Women's Network; with over 150 members and a leadership team of volunteers, I ran a successful evidence-based campaign to transform the department's strategy and culture on diversity, driving the introduction of new measures to increase women's representation in policy.
- Strategic communications and policy analysis: researched the impact of DECC's policy on the growth agenda and advised Ministers on communications of the benefits of the low-carbon economy, improving the Department's ability to gain HM Treasury's support for its agenda, including on its innovation budget.

# Rebecca Jeffree BEM

---

- Stakeholder management: led a public consultation for primary legislation on community renewable energy.
- Project management: managed the production of a strategic communications tool, the first embedded departmental narrative, accessed by over 350 DECC staff per month and used regularly by other Whitehall departments.

Department of Energy and Climate Change (DECC), London, UK

06/2010 - 04/2012

## **Private Secretary to the Chief Scientific Advisor and Director-General of Science and Innovation**

- People management: headed up the private office of the Chief Scientific Advisor (CSA) to DECC.
- Stakeholder management: provided fast-paced strategic support to CSA, building relationships with key internal and external decision-makers and influencers across Government and academia.
- Embedding science in policy: managed the creation and profile-raising of the Science Advisory Group, an advisory committee of independent scientific experts influencing energy policy.
- Government communications: wrote briefings and speeches for DECC's Ministers on low carbon energy.

Her Majesty's Revenue and Customs, London, UK

03/2009 – 06/2010

## **Statistical Officer and Higher Statistical Officer, Personal Taxes, Knowledge, Intelligence and Analysis**

Technical experience and data analysis:

- Assessment of political parties' policies on tax of resident non-domiciled people to inform the coalition formation.
- Forecast and reported on UK-wide income tax yields, producing summary analysis for Ministers.
- Wrote computer programming code (SAS) for data collection and analysis.

Operation Wallacea, Honduras

06/2008 – 08/2008

Entomologist and research assistant for biodiversity research project using scarab beetle indicators

BCN Languages, Barcelona, Spain

10/2007 – 02/2008

English Language Teacher

Imperial College London, London, UK

10/2006 – 06/2007

Researcher on genetic evolution of parasitoids, overseeing and running DNA analysis

---

## HONOURS & AWARDS

Medallist of the Order of the British Empire (BEM) for services to gender equality

New Years Honours 2015

I created and ran for two years the first women's network in the Department of Energy and Climate Change, fundamentally improving the department's gender diversity strategy and supporting increased women's representation.

The work was featured in The Guardian:

<https://www.theguardian.com/women-in-leadership/2015/jan/09/civil-service-new-year-honours-gender-equality>

---

## EDUCATION

Imperial College London, London, UK

2005 – 2006

Master of Science, Advanced Methods in Taxonomy and Biodiversity

Merton College, Oxford University

2001 – 2004

Bachelor of Arts, Biological Sciences (2:1)

---

## PUBLICATION

"Effects of habitat characteristics and ride management on the abundance of the wood white butterfly in a Buckinghamshire wood" in Fritillary, Journal of the Ashmolean Society

<https://anhso.org.uk/wp-content/uploads/Fritillary/frit4-woodwhite.pdf>

---

## ARTICLES

I am currently writing a series of articles on observation and systems-thinking in problem-solving:

[New decade new look: a spotlight on observation for effective problem-solving in the 2020s](#)

[Dealing with the world like a systems thinker: how to begin](#)

---

## ADDITIONAL INFORMATION

- I am interested in the use of art for developing observation skills and am running an art-based project at work which aims to increase awareness of the UK's marine life, working with a group of policy-makers to draw or paint the UK's commercial fish species [www.instagram.com/framedfishproject](http://www.instagram.com/framedfishproject)
- Fellow of the Linnean Society of London since 2019
- Spanish speaker (Intermediate)