

WEBVTT

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00:00:00.000 --> 00:00:01.350

Michele Dougherty - STFC UKRI: Thank you. Yes.

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00:00:02.940 --> 00:00:28.070

Michele Dougherty - STFC UKRI: Okay. So Hello, everybody. I was about to say. It's nice to see you, but of course I can't see you all. But this is a really good way to get out to as many people as possible. But, I look forward to doing in-person events in the short term, so that I can get to meet those of you that I haven't met yet. So plan for today is I really, I want to introduce myself.

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00:00:28.270 --> 00:00:50.570

Michele Dougherty - STFC UKRI: I want to show you some of the things that we have all been doing over the last few months, and then talk a little bit about our short term future and and some of the decisions we're going to need to make going forward. But before I move on to that, let's talk a little bit about me, just to just to give you an idea about my history.

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00:00:50.770 --> 00:00:51.900

Michele Dougherty - STFC UKRI: So

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00:00:52.160 --> 00:01:14.089

Michele Dougherty - STFC UKRI: I've been in the Uk for 34 years now, and in all of that time Stfc. In one form or another, has funded my research. And so I'm really, you know, the reason I've been able to achieve what I have been able to achieve is down to support from Stfc. And from my perspective.

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00:01:14.240 --> 00:01:39.229

Michele Dougherty - STFC UKRI: it's 1 of the reasons I decided to take on this role is because for me it's really important that we make ourselves. That is, Stfc. As future proof as we can going forward. The work that you all do on our behalf is critical to our success. And that's my real focus is to make sure we can continue to do that. Going forward. So next slide, please.

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00:01:40.940 --> 00:01:48.700

Michele Dougherty - STFC UKRI: So let me tell you a little bit about what I did before I started working here. And really, my focus has been on

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00:01:48.960 --> 00:02:16.829

Michele Dougherty - STFC UKRI: magnetometer instrumentation and the science that we do with that instrumentation. So I've been based at Imperial College ever since I arrived in the UK. I started as a young postdoc on a two-year contract and 34 and a half years later, I'm still here. And so I want to talk about 2 particular spacecraft mission involvements that I have today. The 1st one is linked to Saturn. Sorry can we go back

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00:02:17.040 --> 00:02:18.170

Michele Dougherty - STFC UKRI: a slide?

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00:02:18.800 --> 00:02:36.340

Michele Dougherty - STFC UKRI: The 1st one is linked to Saturn. It was the Cassini Spacecraft Mission, which orbited around Saturn for 17 and a half years, and the picture on the right shows you, I think, one of my favorite views that was taken by the camera on board the Cassini spacecraft. It shows the Saturn system in its entirety.

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00:02:36.340 --> 00:02:49.509

Michele Dougherty - STFC UKRI: The visible rings. You can see there is a very diffuse ring beyond the visible rings called the E ring, and if you look really closely you will see what looks like plumes emanating from that ring.

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00:02:49.520 --> 00:02:57.040

Michele Dougherty - STFC UKRI: The fact, you see, more than one plume is because it consists of lots of individual images that were put together over a long period of time.

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00:02:57.120 --> 00:02:59.729

Michele Dougherty - STFC UKRI: and the discovery that my instrument made

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00:02:59.920 --> 00:03:12.470

Michele Dougherty - STFC UKRI: linked to the Cassini Mission was of outguessing of water vapor from one of the moons, and I'm just going to take you through that briefly. On the left. We've got a picture of Jupiter and its giant red spot, and really

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00:03:12.680 --> 00:03:33.319

Michele Dougherty - STFC UKRI: the discoveries we made with Cassini at Saturn and the moons in particular enabled us to persuade the European Space Agency to build the 1st large class mission called Juice, which is on its way to Jupiter. And so the link between those has been really important, not only for what we're doing now, but for the work that I've done next slide, please.

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00:03:34.140 --> 00:03:55.319

Michele Dougherty - STFC UKRI: So this shows you a view of what we discovered at the small moon called Enceladus. We had 2 flybys of Enceladus quite early on in the mission, and we saw some really strange data from the magnetometer. We weren't quite sure what we were seeing, but based on what we saw, we persuaded the Cassini project to take us much closer on a subsequent flyby.

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00:03:55.540 --> 00:04:23.019

Michele Dougherty - STFC UKRI: and what we found was, to begin with, we thought there might be an atmosphere, an extended, diffuse atmosphere surrounding the moon, which was a real surprise, because the moon was really small, so we would have thought it had long since cooled down, and would have been essentially a dead, inert body. But on that 3rd flyby what we found

was that there was outgassing a large water vapor plume emanating from the south pole of Enceladus, as you can see in that schematic there.

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00:04:23.120 --> 00:04:47.640

Michele Dougherty - STFC UKRI: and because we flew so close, 173 kilometers above the surface, all the other instruments took spectacular data as well. And the next slide will show you data from 2 of those instruments. Top left shows you data from the visual camera on board Cassini, and at the bottom of the moon, near the south pole you can see there are cracks at the surface which the imaging team called tiger stripes.

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00:04:47.940 --> 00:04:57.110

Michele Dougherty - STFC UKRI: In the bottom of the image you can see data from an instrument that was able to remotely sense the temperature of the surface of any body that it was looking at.

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00:04:57.370 --> 00:05:07.780

Michele Dougherty - STFC UKRI: What they expected to see was the hottest spot would be at the equator where the solar radiation was strongest. But, in fact, what they found was, there was a real hot spot at the South Pole.

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00:05:08.000 --> 00:05:17.060

Michele Dougherty - STFC UKRI: Those of you looking at the temperature map there will say, how can 85 degrees Kelvin be a Hotspot? But out at Saturn that is a real hotspot.

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00:05:17.340 --> 00:05:38.119

Michele Dougherty - STFC UKRI: You put those 2 data sets on top of each other which you can see in the bottom right? And what you can see is the internal heat is essentially leaking out from these cracks. So the implication is that these cracks were going down into the interior of the moon with internal heat generated in the interior, leaking out as a result.

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00:05:38.290 --> 00:05:48.199

Michele Dougherty - STFC UKRI: So that was a real surprise for us. We thought the moon was long since dead from when it 1st formed, but, in fact, what we found was there was outgassing of water vapor from the moon

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00:05:48.440 --> 00:05:55.710

Michele Dougherty - STFC UKRI: coming, it turns out from an internal subsurface liquid water ocean. And there was this heat source, too.

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00:05:55.830 --> 00:05:57.150

Michele Dougherty - STFC UKRI: The next slide

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00:05:57.680 --> 00:06:09.530

Michele Dougherty - STFC UKRI: shows you, I think, was part of the most important part of the discovery, and this was data that was taken by an instrument which almost was able to taste the plume as we flew through it.

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00:06:09.720 --> 00:06:33.470

Michele Dougherty - STFC UKRI: and what you could see is what it found is there was water vapor, but we'd actually seen that in the magnetometer data. We'd seen Eins cyclotron wave activity in our data, which showed there was a large increase of water vapor as we flew past the moon. We also saw there was methane there was carbon dioxide and carbon monoxide, but probably the most important discovery here was that there was organic material in the plume.

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00:06:33.760 --> 00:06:58.560

Michele Dougherty - STFC UKRI: So that meant that this little moon, Enceladus, there were 3 of the 4 things you need for life as we know it to form. You need liquid water. You need a heat source, and you need organic material. The 4th ingredient is whether those 1st 3 are stable enough over a long enough period of time that something can actually happen. But following this discovery, there was then, in the rest of the mission a real focus on Enceladus

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Michele Dougherty - STFC UKRI: trying to better understand it. That's when we realized there was this global liquid water ocean under the surface.

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00:07:06.110 --> 00:07:24.069

Michele Dougherty - STFC UKRI: and in fact, there are some plans for future missions to go to Enceladus, but it's really difficult to get into orbit around Enceladus, because it's so small. So you need a huge amount of fuel to do it. So these discoveries that we made with the Cassini Mission at Enceladus then, I think, led on, if we can see the next slide, please.

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00:07:24.740 --> 00:07:52.790

Michele Dougherty - STFC UKRI: to what I think, is one of the most important realizations that planetary scientists have come to in the last 30 years. So this is rather busy. But what we've got on the Y-axis is if we're looking at the sun or a star in some other solar system, you're looking at the mass of the star relative to the sun, on the Y-axis and on the X-axis. You're looking at the radius of a planet which is in orbit around the sun.

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00:07:52.820 --> 00:07:55.720

Michele Dougherty - STFC UKRI: And so, if you have a look at where the earth is.

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00:07:55.970 --> 00:08:00.629

Michele Dougherty - STFC UKRI: We have liquid water on the surface, and we know we have life on the earth

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00:08:01.390 --> 00:08:14.180

Michele Dougherty - STFC UKRI: prior to the last 30 years or so there's been a real focus is if you're searching for life in our solar system, you're looking close to the earth. So you're looking at the planets, where you would expect to find liquid water on the surface.

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00:08:14.330 --> 00:08:22.100

Michele Dougherty - STFC UKRI: But the discoveries that we made with Cassini at Saturn, and discoveries which were made by the voyager spacecraft at Jupiter

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00:08:22.200 --> 00:08:40.550

Michele Dougherty - STFC UKRI: have confirmed that you can move beyond the snow line, that yellow dashed line that you can see there, and you can still find liquid water, but it's not on the surface, it's underneath the surface. And so we essentially presented this slide to the European Space Agency. When we made the case for the Juice Mission to go to Jupiter.

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00:08:40.630 --> 00:09:05.869

Michele Dougherty - STFC UKRI: and said that for us to be searching for potential habitability in our solar system, we don't need to be close to the sun. We can go much beyond it, and I think that helped us make the case for the Jupiter Mission to be chosen. So we 1st started thinking about this back in 2,008. It was selected in 2012, and it was launched in 2023, and I think the next slide shows you a picture of the launch.

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00:09:09.000 --> 00:09:23.080

Michele Dougherty - STFC UKRI: You can't talk about a spacecraft mission, and unless you show a picture of the launch. It was really spectacular. I went out to French Guyana to see this happen. It was delayed for 24 h, because on the first, st on the 1st launch date.

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00:09:23.430 --> 00:09:43.339

Michele Dougherty - STFC UKRI: They sent a balloon up into the atmosphere just above the launch site, about 10 min before the launch, just to check everything was okay, and there was a lightning storm going on, and you do not launch a 1.5 billion Euro spacecraft into a lightning storm. So the mission was scrubbed on that day, and it went off successfully on the following day.

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Michele Dougherty - STFC UKRI: and it's now on its way to Jupiter. It will take another 6 and a bit years to get to Jupiter, so we'll get there in July 2031, and I still am working not very much these days, but I still have my team based at Imperial. And we're getting ready for the science we're going to do when we get to Jupiter. And the last slide essentially, just points to the type of science that we plan to do. So. There's a focus on 3 of the moons.

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Michele Dougherty - STFC UKRI: Ganymede, Callisto, and Europa

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00:10:14.390 --> 00:10:42.590

Michele Dougherty - STFC UKRI: Ganymede. If you're a magnetometer person like I am. Ganymede is the place to go in the solar system. It's the only moon in the solar system that has its own internal dynamo field. It also has, we're almost certain, a global liquid water ocean underneath the surface, and the kind of signals that we want to measure because we're going to go into orbit around Ganymede is, we're going to measure the induction signals which are generated because if you've got a conducting body

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00:10:42.590 --> 00:10:46.559

Michele Dougherty - STFC UKRI: embedded in a magnetic field that's changing like it is at Jupiter.

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00:10:46.560 --> 00:11:15.059

Michele Dougherty - STFC UKRI: Those changing background magnetic fields induce electrical currents in the liquid water ocean which generate a magnetic field, and we want to measure those induction signals to work out how deep the ocean is, whether it's a global ocean and what the salt content is. We also have many flybys of Callisto. And so we will spend a lot of time working on Callisto data. We think there's a liquid water ocean also under the surface based on magnetometer measurements from the Galileo spacecraft.

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00:11:15.320 --> 00:11:36.490

Michele Dougherty - STFC UKRI: But that's something that we want to confirm. And then for Europa we have 2 flybys of Europa. But we'll be working in conjunction with NASA, who have a

mission called Europa Clipper, which is going to focus on Europa. So when I lose sleep about the science. The reason I lose sleep is at Ganymede. The signals we're going to need to measure are very small.

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Michele Dougherty - STFC UKRI: Our instrument can do it, but we're going to need to be able to tease those small changing signals out of the data. And that's going to be rather difficult to do.

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00:11:46.420 --> 00:11:47.390

Michele Dougherty - STFC UKRI: So.

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00:11:47.650 --> 00:12:00.400

Michele Dougherty - STFC UKRI: That's a brief summary of me, and what I will move on to after I finish working with you all at Stfc. But let me now just talk a little bit about what I've done since I joined

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00:12:01.920 --> 00:12:14.190

Michele Dougherty - STFC UKRI: before I started with you last year I met some of you at the Leadership Conference. I then came to the Harwell site for the Mqcc launch.

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Michele Dougherty - STFC UKRI: and before the end of the year I also did a number of informal tours of facilities at Ral, and that was done in conjunction with council members. You can see a couple of them there in the bottom, right? Because I was a member of council before I took on the exact chair role next slide.

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00:12:33.210 --> 00:12:52.079

Michele Dougherty - STFC UKRI: I'm trying to remember these slides. Here we go the next slide. This is this is some of the things that I've done since I began, which was on the second of January. I went up to visit Darsbury, and also I went to Cern, and I am always in awe of everything that we do. It

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00:12:52.160 --> 00:13:11.910

Michele Dougherty - STFC UKRI: just reminds all of us, I think, of what we're able to achieve if we work together in the collaborative way that we do, and for those sites that I have yet to visit. They are on my agenda, and I look forward to meeting meeting you in person when I come and visit all the different sites next slide, please.

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00:13:13.120 --> 00:13:19.259

Michele Dougherty - STFC UKRI: Okay, so these are some selected highlights, just to remind us all of the great things that we do.

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00:13:19.270 --> 00:13:32.910

Michele Dougherty - STFC UKRI: and so I'll talk through some of those if we can move on. So let's talk a little bit about Uk Atc. There has been a 10 million pound investment in new space facilities up in Scotland.

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Michele Dougherty - STFC UKRI: and these new lab spaces are going to be constructed at Atc, and that they will allow our team at Atc to assemble the optical benches for Esa's Lisa Mission, the laser interferometer space Antenna Mission, and this will

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00:13:51.820 --> 00:14:13.049

Michele Dougherty - STFC UKRI: help Esa meet the mission deadlines that it has upcoming. And, in fact, this Esa contract is going to double the construction capabilities at Atc and will build on support that we have already got from both the Uk Space Agency and our membership of Esa. Next slide, please

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00:14:13.700 --> 00:14:28.609

Michele Dougherty - STFC UKRI: rail space. There have been 2 recent test campaigns that have been completed in the national satellite test facility. The passive and active antenna testing was completed for our 1st customer airbus

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00:14:28.770 --> 00:14:35.950

Michele Dougherty - STFC UKRI: and then Nstf. And our staff were also featured on a BBC news program called Click.

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00:14:36.310 --> 00:15:03.250

Michele Dougherty - STFC UKRI: And then in December of last year and I was really sad. I wasn't able to be there, but I was away at a conference. Ralspace hosted the 20th Appleton Space Conference, where there were 300 attendees, not only from the UK, but from the international community as well. The small satellite calibration facility was launched. And if anyone wants to see those there are recordings available on Youtube, and so you can go in and look at those next one. Please

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00:15:04.660 --> 00:15:11.750

Michele Dougherty - STFC UKRI: let's move to Darsbury. Darsbury has welcomed the 1st businesses to the new 5G. Ecosystem.

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00:15:11.890 --> 00:15:31.770

Michele Dougherty - STFC UKRI: and these businesses cover a whole range of activities from supporting the NHS to mapping accessible routes for people with disabilities. And there are 7 companies there that are discovering how 5G can transform industries and really deliver real societal benefits.

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00:15:32.040 --> 00:15:45.189

Michele Dougherty - STFC UKRI: This was funded by a 2.2 million pound investment from Ukri. And if you look at the total investment across the piece into Darsbury. That's more than 500 million pounds over the last 5 years.

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00:15:45.820 --> 00:16:01.509

Michele Dougherty - STFC UKRI: and one of the unique aspects of of these 5G test facilities is that the ecosystem is Darsbury is really the 1st in the UK to offer a full suite of the different technologies. So it's really a 1 in the kind hub

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00:16:01.610 --> 00:16:20.019

Michele Dougherty - STFC UKRI: for innovation which is designed specifically to drive productivity efficiency and growth across multiple sectors. And that is a real focus for Stfc. And it will really help make us make us resilient. Going into the future. Next slide, please.

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00:16:21.410 --> 00:16:43.420

Michele Dougherty - STFC UKRI: There was a visit from the chief scientific advisor in January to Raoul, and again, I wasn't able to be here because I was elsewhere. But the rest of the team did a great job of showcasing some of the advanced technology which is available to the UK. And international scientists at our different sites.

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Michele Dougherty - STFC UKRI: And I think the real strength of this visit like this is, it allows us to demonstrate how the research that we do across Stfc enables a whole range of different activities, not only scientific and technical, but it also supports key government missions which have an impact

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Michele Dougherty - STFC UKRI: both within the UK and internationally as well.

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00:17:05.339 --> 00:17:06.800

Michele Dougherty - STFC UKRI: Next one, please.

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00:17:08.160 --> 00:17:12.968

Michele Dougherty - STFC UKRI: Okay, moving on now to to our future.

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Michele Dougherty - STFC UKRI: and one of the things that we need to be focusing on is we need to be building resilience within Stfc

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00:17:24.280 --> 00:17:26.030

Michele Dougherty - STFC UKRI: can we move to the next slide.

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00:17:26.329 --> 00:17:31.559

Michele Dougherty - STFC UKRI: So from my perspective, we're at a pivot pivotal point

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Michele Dougherty - STFC UKRI: in our. In our journey, as many of you will be aware, we received a generous allocation from our last spending review, which enabled us to grow.

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00:17:43.170 --> 00:17:46.039

Michele Dougherty - STFC UKRI: But the economic picture today is very different.

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Michele Dougherty - STFC UKRI: There are some tough financial headwinds which are impacting all parts of the UK economy.

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00:17:52.870 --> 00:17:55.759

Michele Dougherty - STFC UKRI: and as we wait for the latest

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00:17:56.020 --> 00:18:07.920

Michele Dougherty - STFC UKRI: out, for rather we wait for the outcome from the latest spending Review. Our expectation is that we, as well as the other research councils, will be facing a challenging financial situation.

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00:18:08.210 --> 00:18:17.339

Michele Dougherty - STFC UKRI: And so we have some difficult decisions in the months ahead to make sure that we're in the best condition that we can be for the future.

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00:18:18.295 --> 00:18:19.120

Michele Dougherty - STFC UKRI: So

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00:18:19.430 --> 00:18:35.319

Michele Dougherty - STFC UKRI: sorry. I just wanted to talk to that last point on the previous slide. One of the things that we've been doing, and you would have all noticed this is that we have been proactive in aiming to mitigate the financial risk that there is to Stfc.

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00:18:35.470 --> 00:18:52.530

Michele Dougherty - STFC UKRI: So you would have seen that we've paused temporarily our external recruitment and capital expenditure where we could. But there is some further difficult decisions that we need to make as we go forward. So yes, if we can move to the next slide, please.

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00:18:54.465 --> 00:18:55.300

Michele Dougherty - STFC UKRI: So

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00:18:55.460 --> 00:19:08.609

Michele Dougherty - STFC UKRI: just to set the scene a little bit for you. Since I've begun, I must confess I would have preferred to have joined in slightly better financial times. So it's taken me a little bit of time since I joined to get my head around

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00:19:08.820 --> 00:19:11.469

Michele Dougherty - STFC UKRI: the situation that we're in.

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00:19:11.590 --> 00:19:39.520

Michele Dougherty - STFC UKRI: But what we're doing at the moment. So myself and Eb is, we are conducting a comprehensive review of our whole portfolio of work that we do, and the reason that we're doing that is to make sure that as we go forward, all the initiatives and the projects that we're involved in are aligned with our core remit and with our strategic vision. And they make best use of all the resources that we have. And to do that prioritization is going to be key

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00:19:39.920 --> 00:19:42.549

Michele Dougherty - STFC UKRI: because we need to make sure that we are

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00:19:42.720 --> 00:19:56.800

Michele Dougherty - STFC UKRI: are able to afford ourselves, and that we're able to focus on areas where we can do our best work while we are focusing on our on our strategic vision.

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00:19:57.020 --> 00:19:58.030

Michele Dougherty - STFC UKRI: So

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00:19:58.210 --> 00:20:06.050

Michele Dougherty - STFC UKRI: as we work to decide and define what our future portfolio is, we have also decided to seek approval

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00:20:06.150 --> 00:20:15.669

Michele Dougherty - STFC UKRI: from the Cabinet office for a voluntary exit scheme for years 25, and 26, so we can go to the next slide, please.

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00:20:16.570 --> 00:20:21.899

Michele Dougherty - STFC UKRI: Now this is a voluntary scheme for staff. There is no obligation

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00:20:22.010 --> 00:20:26.979

Michele Dougherty - STFC UKRI: for you to take part, but what it will allow us to ensure

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00:20:27.260 --> 00:20:35.030

Michele Dougherty - STFC UKRI: is that our future headcount will align to the revised portfolio that we're pulling together, but it also give you

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00:20:36.220 --> 00:20:40.980

Michele Dougherty - STFC UKRI: some agency in career choices that you make going forward.

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00:20:41.530 --> 00:20:56.550

Michele Dougherty - STFC UKRI: We do not know the details of the scheme yet. It's still in the initial draft stages. What it was signed off yesterday by Ukri's executive committee, and it will now go to the Cabinet office

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00:20:56.730 --> 00:20:59.555

Michele Dougherty - STFC UKRI: to help us detail the

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00:21:00.570 --> 00:21:10.990

Michele Dougherty - STFC UKRI: the way in which it will work, and we will keep you informed, as those details are looked at, and as they emerge.

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00:21:11.130 --> 00:21:20.379

Michele Dougherty - STFC UKRI: what we plan to do in the very short term is, we'll work with our senior leaders on all the teams and the trade unions to understand how we might target

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00:21:20.670 --> 00:21:22.480

Michele Dougherty - STFC UKRI: vase effectively

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00:21:22.680 --> 00:21:27.690

Michele Dougherty - STFC UKRI: so that we can ensure that we maintain the right skills and the capabilities for the future needs.

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00:21:27.810 --> 00:21:45.789

Michele Dougherty - STFC UKRI: We will do our level best to minimize any negative impacts of this transition on colleagues and departments, but we will also use it to maximize the opportunities that we have in front of us as well, and we will share more information as it becomes available. So after today's webinar.

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00:21:45.810 --> 00:22:07.970

Michele Dougherty - STFC UKRI: we will send out a note detailing what we've talked about, and there will be a link to a web page which will have some Faqs on it. And as we get more information, and as the scheme becomes clearer we will continually update those Faqs. So that you are kept informed as we go forward.

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00:22:08.830 --> 00:22:11.080

Michele Dougherty - STFC UKRI: I think that was the last slide.

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00:22:11.280 --> 00:22:14.879

Michele Dougherty - STFC UKRI: I think we're now going to open it up for questions.

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00:22:15.100 --> 00:22:16.442

██████████ (STFC,DL,COMMS): Thank you, Michelle.

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00:22:17.250 --> 00:22:24.820

██████████ (STFC,DL,COMMS): good thing. We've got over 1,100 staff online. So if you would like to ask a question, please drop them into the Q. And A,

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00:22:25.010 --> 00:22:31.382

██████████ (STFC,DL,COMMS): we've obviously had quite a few questions around the Vez scheme that you just talked about, and also a couple of questions about

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00:22:31.950 --> 00:22:36.669

██████████ (STFC,DL,COMMS): your background in astronomy, which I'll come on to later. But to start with the Vez scheme.

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00:22:37.190 --> 00:22:42.750

██████████ (STFC,DL,COMMS): 1st question, will the Vaz be open to stem or opic stuff, or both.

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00:22:46.380 --> 00:22:47.000

██████████ (STFC,DL,COMMS): Can you comment.

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00:22:47.320 --> 00:22:47.860

██████████ (STFC,DL,COMMS): ██████████

112

00:22:48.240 --> 00:22:56.759

Michele Dougherty - STFC UKRI: Is ██████████ online. So ██████████ is the expert on on Hr activities. ██████████, do you want to have a 1st stab at this? And I can step in, if

113

00:22:57.040 --> 00:22:58.890

Michele Dougherty - STFC UKRI: yes, if you'd like me to.

114

00:22:58.890 --> 00:23:14.448

██████████ - UKRI: Yeah. So as Michelle said, we're still in the very early planning stages, and it's linked to that wider sort of reprioritization of our portfolio. So at the moment we don't know, and to be to be honest and transparent,

115

00:23:14.930 --> 00:23:32.190

██████████ - UKRI: the case for approval, as Michelle said, has been approved by Exco and was submitted to DC. Last night, that can take a while to come through. So over the next couple of months, as both the prioritization exercise takes place. We will be doing all the

116

00:23:32.190 --> 00:23:47.229

██████████ - UKRI: there's planning in the background which will then look at where, whether we need to target specific areas, specific roles, or whether it will be an open scheme. So at the moment we don't know whether it will include stem, staff, non stem, staff or Opex.

117

00:23:47.310 --> 00:23:51.689

██████████ - UKRI: but, as Michelle says, we will keep you in the loop as we go through the process.

118

00:23:52.490 --> 00:23:53.380

██████████ - UKRI: Michelle.

119

00:23:54.980 --> 00:23:57.189

Michele Dougherty - STFC UKRI: I don't have anything to add. Thank you, ██████████

120

00:23:57.890 --> 00:24:04.460

██████████ (STFC,DL,COMMS): Thank you, ██████████. Are we able to expand on any information around the timeline for the Vez at this moment? In time

121

00:24:05.560 --> 00:24:06.380

██████████ (STFC,DL,COMMS): Michelle.

122

00:24:06.850 --> 00:24:13.499

Michele Dougherty - STFC UKRI: Again, ██████████, I'll pass it on to you. I know I know the answer, but you've probably got it at your fingertips more than I have, if you don't mind.

123

00:24:13.500 --> 00:24:17.729

██████████ - UKRI: Yes. So this is a scheme through financial year 2526.

124

00:24:18.401 --> 00:24:23.039

██████████ - UKRI: So exits within that 2526 financial year.

125

00:24:24.690 --> 00:24:25.785

██████████ (STFC,DL,COMMS): Okay, thank you.

126

00:24:29.380 --> 00:24:33.514

██████████ (STFC,DL,COMMS): Let me just look through the questions. Got quite a few which are quite similar.

127

00:24:35.230 --> 00:24:41.430

██████████ (STFC,DL,COMMS): any any information at this point in terms of numbers that you're looking at for for the best game.

128

00:24:44.260 --> 00:24:46.010

Michele Dougherty - STFC UKRI: ██████████, do you want to take that.

129

00:24:47.220 --> 00:24:53.221

██████████ - UKRI: Yeah. There's not a fixed target in place. It's a voluntary exit scheme.

130

00:24:53.870 --> 00:25:08.090

██████████ - UKRI: so we have to put numbers in the application to sort of desit and cabin office again, but the final numbers will be determined by the outcomes of the work from the reprioritization of our portfolio.

131

00:25:08.540 --> 00:25:11.970

██████████ - UKRI: But we don't have a fixed number in in mind.

132

00:25:12.410 --> 00:25:14.380

██████████ (STFC,DL,COMMS): Okay, thank you. Just on the.

133

00:25:14.380 --> 00:25:31.350

Michele Dougherty - STFC UKRI: ██████████. Sorry if I can just jump in. I realize we're not going to get to all the questions in the time that we have available. But we will look at all the questions, and we will pull together answers to those questions in the FAQ online. So answers will be given to all of them.

134

00:25:31.350 --> 00:25:54.110

██████████ (STFC,DL,COMMS): Yeah, on that point we will be posting more information about the Vez on the source within the hour of of this of this webinar finishing. We'll also be posting some faqs which we'll be adding to overtime. Just going back to that earlier point, ██████████. There's a question around the portfolio prioritization couple of questions. When will the portfolio be decided? And what will be the strategy for prioritization?

135

00:25:55.120 --> 00:26:13.419

Michele Dougherty - STFC UKRI: ██████████, I can. I I can step in here if if that's okay. So what? What we're doing within eb is we are looking across our whole portfolio as to what we do and where where our focus is. Our plan is to involve our

136

00:26:13.620 --> 00:26:17.880

Michele Dougherty - STFC UKRI: council and our advisory boards

137

00:26:18.210 --> 00:26:29.119

Michele Dougherty - STFC UKRI: to help us get an understanding of the scientific prep of the scientific priorities going forward, and that will then feed back into the work that we're doing within. Eb.

138

00:26:29.532 --> 00:26:34.509

Michele Dougherty - STFC UKRI: does that answer the question, [REDACTED], do you want us to give a bit more about that.

139

00:26:34.830 --> 00:26:41.579

[REDACTED] (STFC,DL,COMMS): If if you're able to give any more information at this point there was also a question around project. Deadlines. Will they be pushed out

140

00:26:42.000 --> 00:26:44.764

[REDACTED] (STFC,DL,COMMS): by those departments targeted by the ves. But

141

00:26:45.710 --> 00:26:53.590

[REDACTED] (STFC,DL,COMMS): I guess I guess at this stage in in in in the in the scheme we we don't know a great deal about, and we're not able to comment on a lot of this. But yeah.

142

00:26:53.590 --> 00:27:07.699

Michele Dougherty - STFC UKRI: No, I I mean I I don't know whether [REDACTED] wanted to to come in about any particular projects, but we we just don't know the details at this stage. But I'm happy for [REDACTED] to.

143

00:27:07.700 --> 00:27:08.210

██████████ - STFC UKRI: I mean I can.

144

00:27:08.210 --> 00:27:08.980

Michele Dougherty - STFC UKRI: Jump in.

145

00:27:08.980 --> 00:27:09.700

██████████ - STFC UKRI: etc.

146

00:27:10.260 --> 00:27:39.630

██████████ - STFC UKRI: I think we've got to be realistic about the financial situation of the country as well as of Ukri. I mean what we're trying to attempt here is to preserve the mission and the long term objectives of Stfc. So the science that we want to do is not going to change. But what might have to change is the rate at which we do the science. And I think that's a better approach than coming in saying, actually, we're not doing some things. So I would, in fact, expect some projects to slow down.

147

00:27:39.700 --> 00:28:07.960

██████████ - STFC UKRI: and in some cases actually have the deliverables reexamined. I think that's a sensible and prudent approach, because in the end we want to get all these things done. We're not alone in that. Those of you who are working on international projects will realize that the situation in the Us. And in Europe as well again, is not particularly favorable to science. And so I think there's a general agreement internationally that we have to take that approach. So long term vision stays that the rate of delivery and the style of delivery may have to change a little bit.

148

00:28:08.260 --> 00:28:21.589

Michele Dougherty - STFC UKRI: And I'll just jump in here, [REDACTED], if I may, [REDACTED], if you want to come in, just give us a shout. I've also been talking quite a lot to the other exec chairs of the other research councils, and they, too.

149

00:28:21.700 --> 00:28:40.520

Michele Dougherty - STFC UKRI: have similar concerns about the financial situation going forward. So we're all talking to each other to make sure that we understand the constraints and the financial difficulties that we have. And I think for me, that's the best way to get through what is going to be a difficult couple of years at least on the finance side.

150

00:28:41.380 --> 00:28:42.220

[REDACTED] (STFC,DL,COMMS): Okay, thank you.

151

00:28:42.956 --> 00:28:59.240

[REDACTED] (STFC,DL,COMMS): There's a question around early careers. Are we expecting a Thor undergraduate student placements, or are they expected to be frozen alongside external recruitment. There's also, and a follow up question about external recruitment recruitment. Are we expecting that to carry on beyond 2526.

152

00:29:00.580 --> 00:29:02.720

[REDACTED] - STFC UKRI: Can try and answer the early careers. One. If you want.

153

00:29:03.050 --> 00:29:04.410

Michele Dougherty - STFC UKRI: Yes, please, [REDACTED], go for it.

154

00:29:04.410 --> 00:29:29.239

[REDACTED] - STFC UKRI: Yeah, I mean, the early careers, schemes of all types. So that's apprenticeships, graduates, placements are really important to your organization. We're

absolutely not going to abandon the build up of those places we've had over the last few years. We've got a fantastic skills team in place. We know that those people benefit strongly from their training opportunity, and we know that everybody benefits actually in the organization. So there may be a moderation of

155

00:29:29.240 --> 00:29:36.919

██████████ - STFC UKRI: the numbers we can take. But we're certainly not walking away from that. So placements, apprenticeships, and graduate placements will will continue.

156

00:29:38.470 --> 00:29:39.020

██████████ (STFC,DL,COMMS): Okay.

157

00:29:39.020 --> 00:29:39.630

Michele Dougherty - STFC UKRI: Thank you

158

00:29:39.630 --> 00:30:04.610

Michele Dougherty - STFC UKRI: and ██████████ on the external recruitment question. My ideal would be that. That is a short term way of dealing with our situation. It's not. It would not be a healthy way to continue in the long term, so I would very much hope we can move away from that, but I cannot say when that will be able to take place until we get an understanding about the way forward.

159

00:30:04.610 --> 00:30:07.849

██████████ (STFC,DL,COMMS): Okay, thank you. Just a few questions around the

160

00:30:08.120 --> 00:30:17.109

██████████ (STFC,DL,COMMS): practicalities of the Vs scheme. Will it be similar to the scheme that Ukri ran last year in terms of the financial package. ██████████, would you be able to comment on that.

161

00:30:17.624 --> 00:30:22.960

Michele Dougherty - STFC UKRI: Yes, please, ██████████, if you would. My understanding that is the case. But I will. I will hand over to ██████████.

162

00:30:23.120 --> 00:30:30.819

██████████ - UKRI: Yes, so we've asked for the the normal standard tariff which is in line with the Ukri scheme last year.

163

00:30:31.601 --> 00:30:54.119

██████████ - UKRI: Which there'll be details on the Ukri source pages around that. But in essence, if you're under normal pensionable age, its compensation will be one month's pay, but every full year of service capped at up to 21 months. There's some tapering depending on how close you are to pension age. But yes, we are asking for the scheme in line with the Ukri scheme. Last year.

164

00:30:54.430 --> 00:31:01.730

██████████ (STFC,DL,COMMS): Okay, thank you. And will the Vs be rolled out across all Ukra councils? Or is this exclusive to Stfc.

165

00:31:03.090 --> 00:31:07.909

Michele Dougherty - STFC UKRI: It is exclusive to Stfc. At the moment. It's a way of us

166

00:31:09.320 --> 00:31:15.480

Michele Dougherty - STFC UKRI: ensuring that we can deal with our financial situation going forward. So at the moment it is only

167

00:31:15.630 --> 00:31:20.640

Michele Dougherty - STFC UKRI: Stfc. I'm not sure of the plans for the other research councils in the future.

168

00:31:21.740 --> 00:31:22.690

[REDACTED] (STFC,DL,COMMS): Okay.

169

00:31:24.930 --> 00:31:35.540

[REDACTED] (STFC,DL,COMMS): question for [REDACTED], [REDACTED]

170

00:31:35.800 --> 00:31:41.959

[REDACTED] (STFC,DL,COMMS): [REDACTED]
[REDACTED] ? Will you be able to answer that one.

171

00:31:42.620 --> 00:31:56.218

STFC-DL-Directorate: [REDACTED]
[REDACTED]

172

00:31:56.768 --> 00:32:14.629

STFC-DL-Directorate: [REDACTED]
[REDACTED]

173

00:32:14.640 --> 00:32:18.515

STFC-DL-Directorate:

174

00:32:19.591 --> 00:32:24.729

STFC-DL-Directorate:

175

00:32:24.900 --> 00:32:48.564

- UKRI:

176

00:32:48.940 --> 00:33:09.609

- UKRI:

177

00:33:09.973 --> 00:33:21.320

- UKRI: once.

178

00:33:21.615 --> 00:33:27.710

- UKRI:

179

00:33:28.080 --> 00:33:31.030

[REDACTED] - UKRI: [REDACTED]

180

00:33:31.220 --> 00:33:32.520

[REDACTED] (STFC,DL,COMMS): Thanks, [REDACTED]. Thanks, [REDACTED].

181

00:33:33.379 --> 00:33:48.060

[REDACTED] (STFC,DL,COMMS): A question for Michelle and the rest of the panel. If we are going to reprioritize our portfolio, does that mean we will stop or pause some activities? Will affairs be targeted towards those activities, and will other people be redeployed to those activities to cover.

182

00:33:49.740 --> 00:33:59.829

Michele Dougherty - STFC UKRI: I think, [REDACTED] sort of answered that question a little bit earlier, in the sense that yes, we will be slowing down some activities.

183

00:34:01.020 --> 00:34:06.549

Michele Dougherty - STFC UKRI: stopping activities we do not yet know. That is part of the exercise that we're going through.

184

00:34:08.270 --> 00:34:12.699

Michele Dougherty - STFC UKRI: And as far as redeployment of staff is concerned.

185

00:34:13.389 --> 00:34:15.940

Michele Dougherty - STFC UKRI: potentially. I don't know [REDACTED]

186

00:34:15.949 --> 00:34:17.609

██████████ - STFC UKRI: I think we have to be.

187

00:34:17.610 --> 00:34:19.050

Michele Dougherty - STFC UKRI: Speaking on your behalf. Please.

188

00:34:19.050 --> 00:34:40.480

██████████ - STFC UKRI: Yeah, I think I think we have to be honest. I mean, we are to some extent reshaping the organization. And I think that what that means is the balance of activities may well change. Some things may be reprioritized over others. That means there probably will be opportunities for staff who stay with us, to move between projects or or.

189

00:34:50.370 --> 00:34:52.340

██████████ (STFC,DL,COMMS): Sorry. ██████████.

190

00:34:52.692 --> 00:35:06.079

██████████ - STFC UKRI: There are no firm plans, no decisions have been made of that nature. Obviously, those are scientific decisions to some extent, and so we need advice of our advisory bodies. But when those decisions are made we'll be

191

00:35:08.890 --> 00:35:10.020

██████████ - STFC UKRI: today from them's ██████████.

192

00:35:10.020 --> 00:35:11.950

██████████ (STFC,DL,COMMS): You're you're breaking up a lot. Yep.

193

00:35:11.950 --> 00:35:28.629

██████████ - STFC UKRI: Yeah. Well, I think I'm sorry just to underline what ██████ was was saying between the interruptions. Of course we're going through. We will go through a prioritization process. And one of the outcomes of that prioritization may be redirecting resources.

194

00:35:28.630 --> 00:35:48.920

██████████ - STFC UKRI: and that will involve some reallocation of staff. And indeed given where we are with the recruitment, constraints, and so forth. That kind of reallocation of resources between projects and activities is a critical importance to ensuring that we are allowing to continue to progress are important to priority areas.

195

00:35:50.550 --> 00:35:51.120

██████████ (STFC,DL,COMMS): Thank you, ██████.

196

00:35:51.120 --> 00:36:01.860

Michele Dougherty - STFC UKRI: I just sorry, ██████. I just noticed a note in the chat that there's some networking issues on site. And so that might be why, we couldn't hear ██████ very well.

197

00:36:02.930 --> 00:36:08.968

██████████ (STFC,DL,COMMS): Okay, thanks, Michelle. Quite a lot of questions. Coming in

198

00:36:09.640 --> 00:36:17.669

██████████ (STFC,DL,COMMS): from staff about what will happen if we don't get enough people taking up the the option of taking voluntary redundancy.

199

00:36:17.810 --> 00:36:24.269

██████████ (STFC,DL,COMMS): Can you see or foresee a situation where non-voluntary exit, ie. Redundancy might become necessary.

200

00:36:27.380 --> 00:36:30.400

Michele Dougherty - STFC UKRI: We are very much hoping we will not get to that.

201

00:36:31.020 --> 00:36:35.970

Michele Dougherty - STFC UKRI: But we cannot be sure, because we need to see

202

00:36:36.380 --> 00:36:40.960

Michele Dougherty - STFC UKRI: how the prioritization and the transformation work goes.

203

00:36:41.410 --> 00:36:46.870

Michele Dougherty - STFC UKRI: I don't know, ██████████, whether you would want to come in on that as well.

204

00:36:47.270 --> 00:36:55.132

██████████ - UKRI: No, I think that's where we are at the moment. We are only planning for a voluntary exit scheme at the moment.

205

00:36:56.130 --> 00:36:56.870

██████████ - UKRI: yeah.

206

00:36:57.260 --> 00:37:14.619

Michele Dougherty - STFC UKRI: But what I what I can confirm, and I I've already had in a couple of meetings with the trade Union members is we will be very transparent as to what we're doing in the process that we're going through. That's the way I work, and I plan to continue to work like that.

207

00:37:16.060 --> 00:37:25.490

[REDACTED] (STFC,DL,COMMS): Thank you. A couple of questions also coming in around. How can we ensure that we don't lose our best talent through the the Vs process. Would anybody like to comment on that.

208

00:37:28.730 --> 00:37:30.189

Michele Dougherty - STFC UKRI: Anyone want to jump in?

209

00:37:35.330 --> 00:37:42.940

Michele Dougherty - STFC UKRI: I mean, I don't know [REDACTED]. Maybe just from because of your portfolio. It would be good to hear, hear your thoughts on that.

210

00:37:42.940 --> 00:37:44.180

[REDACTED] - STFC UKRI: Can you hear me now?

211

00:37:44.180 --> 00:37:44.940

[REDACTED] (STFC,DL,COMMS): Yes.

212

00:37:44.940 --> 00:37:50.540

[REDACTED] - STFC UKRI: Yes, yes, I I mean, yeah, that's a risk. Clearly. I mean.

213

00:37:50.910 --> 00:38:08.389

██████████ - STFC UKRI: times are uncertain. And at that time people think about their careers, and those who are mobile may wish to go. I think the way I would see that one has to retain one's top talent is to make sure we've still got an exciting portfolio of projects, and that within the organization people can still see progression opportunities.

214

00:38:08.460 --> 00:38:36.390

██████████ - STFC UKRI: And I think those 2 things will still be true. As we rebalance. You know, these are scientific decisions we're making. And we will prioritize the most scientifically and technically interesting things. Those good projects will remain so. I would encourage people to to. You know, when making their decisions, reflect on the benefits that we're bringing to society into science by working in Stfc. And if anybody wants to come and explore career opportunities or really debate that, then please go to your line, manager and director, and talk it through.

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00:38:37.450 --> 00:38:38.479

██████████ (STFC,DL,COMMS): Thank you, ██████████.

216

00:38:39.380 --> 00:39:02.539

██████████ (STFC,DL,COMMS): Yeah, probably not able to answer some of these questions that are coming in because they they are about detail. But I'm just gonna pose them, anyway. There's a question around, how will this affect programs? And there's also a question around, how transparent will the prioritization prioritization exercise be, ie. How will this look for different directorates, for example, the national labs are very different to Spc and programs. So could you comment on that.

217

00:39:05.220 --> 00:39:13.249

Michele Dougherty - STFC UKRI: I want us to be as transparent as possible as regards our prioritization. It's the only way that we can move forward

218

00:39:13.630 --> 00:39:22.029

Michele Dougherty - STFC UKRI: as a community. And so that will be my plan. What the impact will be on different areas

219

00:39:22.750 --> 00:39:32.209

Michele Dougherty - STFC UKRI: we do not know yet, but, as [REDACTED] has already said, what we do is critical to the

220

00:39:33.720 --> 00:39:53.100

Michele Dougherty - STFC UKRI: world class nature of what Ukri does in general, and we must not lose that. We will not lose that, and that will be part of our processing as we go forward to ensure that it does not impact that, but cannot give detailed answers at this stage. I'm afraid.

221

00:39:54.360 --> 00:40:07.900

[REDACTED] (STFC,DL,COMMS): Okay, a question for you, Michelle. How much discussion have you had at the decent level about what they see our mission as being as this might be important in terms of prioritization? Or are those discussions only happening at the Ukri level?

222

00:40:10.800 --> 00:40:15.370

Michele Dougherty - STFC UKRI: I have had some conversations with decent

223

00:40:16.068 --> 00:40:21.010

Michele Dougherty - STFC UKRI: I've also had a conversation with Patrick Vallant just after I joined

224

00:40:22.690 --> 00:40:28.409

Michele Dougherty - STFC UKRI: but most of my conversations in the last couple of months have been within Ukri

225

00:40:28.570 --> 00:40:35.800

Michele Dougherty - STFC UKRI: getting to know the other exec chairs, getting to know the various members of Ukri the way I have always worked

226

00:40:36.070 --> 00:40:50.960

Michele Dougherty - STFC UKRI: is that I build relationships with the people that I work with, so that if I need to have difficult conversations, I can, but for me, the only way we're all going to get through these financial conditions that face us is that we all understand

227

00:40:51.280 --> 00:41:02.140

Michele Dougherty - STFC UKRI: what the different councils do. So my focus has been on Ukri in the short term. But I am meeting members of Dsit, and I'm getting to know a variety of people.

228

00:41:04.060 --> 00:41:12.000

██████████ (STFC,DL,COMMS): Okay, thank you. We're coming up to the top of the hour. So I'm just gonna change at the moment and just ask

229

00:41:12.670 --> 00:41:16.050

██████████ (STFC,DL,COMMS): moving to a positive stance.

230

00:41:16.570 --> 00:41:22.449

██████████ (STFC,DL,COMMS): What's Michelle? Question for you that came in which I thought was quite nice to ask you.

231

00:41:22.680 --> 00:41:31.850

██████████ (STFC,DL,COMMS): how do you feel about being the 1st female leader of Stfc. And what do you? What are you most excited about in in the future?

232

00:41:35.340 --> 00:41:49.260

Michele Dougherty - STFC UKRI: So. I am very excited to be here, and I think, as I said, my 1st Eb meeting almost 2 months ago. Now I'm really excited, but rather nervous about the role. This is the biggest role I've ever had.

233

00:41:50.110 --> 00:41:54.250

Michele Dougherty - STFC UKRI: but for me I only take roles on where I feel

234

00:41:55.630 --> 00:42:02.360

Michele Dougherty - STFC UKRI: that they are important to me. And this is a very important role. From my perspective. As I said, right at the start.

235

00:42:02.570 --> 00:42:20.539

Michele Dougherty - STFC UKRI: Stfc. Has enabled my career. And so, towards the end of my career, I see this almost as a way of paying back. I want to make sure that we make ourselves resilient and agile, and continue to do all the world class stuff that we do. So

236

00:42:20.880 --> 00:42:26.760

Michele Dougherty - STFC UKRI: that's why I'm doing the job. It's a little bit more difficult than I thought it was going to be, but I'm getting used to it.

237

00:42:27.050 --> 00:42:38.739

Michele Dougherty - STFC UKRI: But I think the thing that the thing that I regret in my 1st 2 months is, I haven't had the time yet to go out and meet as many people as I would like, and I'm hoping to to make up for that in the next couple of months.

238

00:42:39.720 --> 00:42:47.510

██████████ (STFC,DL,COMMS): Okay, great. There's also a follow up question. Are you looking forward to working with Ian Chapman as the new exec chair for Ukri? And have you had any previous engagement with him?

239

00:42:48.880 --> 00:43:15.487

Michele Dougherty - STFC UKRI: Yeah, I am looking forward to working with Ian, and in fact, I've met him only twice. Once was in my second week. I was an observer at the Ukri Board meeting where I had a quick conversation with him, and then, in fact, he came to to rals last. I think it was last week, ██████████. All the weeks are merging into one now, but we had a meeting between us and Uk Aea, and we had a really good conversation with Ian.

240

00:43:16.120 --> 00:43:42.429

██████████ - STFC UKRI: And then maybe I can. Yeah, I mean, I have to say, I mean number one. It's great. We've got a physicist in charge that gives us all some confidence. Right? Secondly, I mean, I think you have to look at people in terms of their track record, and what he's done at Uk. Aea is absolutely fantastic, and the measure of a manager is the people they've been managing for a decade. Do they still speak, all of them, and the staff at Aa do so. I'm really, really happy with it. It's going to be great.

241

00:43:43.660 --> 00:43:48.756

Michele Dougherty - STFC UKRI: And and, ██████████, if I make my may make one final comment. Ian sent an email out to

242

00:43:49.250 --> 00:44:07.980

Michele Dougherty - STFC UKRI: the exact chairs. And I think to to all Ukri staff, essentially saying the reason he had agreed to do the role is because the people within Ukri are so good at what they do, and he really looks forward to working with them. And that's a really good that gives a good sense. I think, of the type of leader that he is.

243

00:44:09.760 --> 00:44:35.010

██████████ (STFC,DL,COMMS): Thank you, Michelle. Well, we're now at 11 o'clock. I just want to say there's been quite a few positive comments with some staff, saying, Thank you for being so honest about the situation. We're in just to reiterate. We will be sending out an email shortly after this email with which summarizes most of the points that we've covered today. We'll also be posting Faqs on the source, and we'll be building those up as we go forward through this process.

244

00:44:35.250 --> 00:44:44.680

██████████ (STFC,DL,COMMS): Just want to thank everybody who's joined today. As I say, we had over 1,100 attendees online, which I think is a record, and I'll just hand back to Michelle for final closing words.

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00:44:46.163 --> 00:44:53.426

Michele Dougherty - STFC UKRI: So yes, it was really good to have as many of you online as they have been. And

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00:44:54.060 --> 00:45:03.629

Michele Dougherty - STFC UKRI: thank you for your understanding. We we we will work together to get through this, and I look forward to working with you all going forward. Thank you very much.