

UKRI Wednesday Webinar Question and Answer Summary 6 March 2024 Official Sensitive

#	Question	Answer
1	Can we please remove the portrait of Charlie Windsor from our buildings? Myself and 45% of the population believe the monarchy is an outdated institution.	Please see https://www.gov.uk/government/news/new-official-portrait-of-king-charles-iii-released-for-public-authorities . The portrait was hung as stipulated by DSIT/GPA as landlords of Polaris House
2	Given the reputational damage to UKRI (following the incident with the SoS's tweets and suspension of the EDI group) particularly amongst our academic community, what lessons have you learned?	
3	Are we on track for our pay rise for this year?	I think you are asking about 24/25 Pay increase. The Civil Service Pay Guidance is normally released in April (Band X and Y run on a different and later timeline) which give us the planning parameters from which we can start. We are undertaking significant preparatory work to enable submission of a Pay Remit case as soon as is possible once we have those parameters.
4	Happy birthday for tomorrow Ottoline :)	Thank you!
5	What is UKRI's reaction to the guardian article published yesterday regarding the legal action taken by the academics from the Research England EDI SAG who were previously criticised by the SoS?	
6	Can we please have a section of one these webinars on Welfare as its concerning that we	

	UKRI comms to Donelan's tweet did more harm than good, in most people's opinion.	
10	Will lessons be learned out of the issue with the SoS? Is not throwing researchers under the bus but to stay neutral or even supportive? Will UKRI take any steps against the SoS for this bullying incident?	
11	How can employees raise complaints about HR given that the only way to currently raise complaints is through HR reps?	If you have a complaint against a person, you should attempt to raise it informally and if you are unable to resolve it, then raise it formally with that person's line manager. If you feel that a function or area has fallen short of a service level or service standard (most functions including HR have a service catalogue which sets out their standards and quality) then you can raise this with the lead for that functional area. For example if this is an HR Operations service then you would raise this directly with [REDACTED]. If you are not satisfied that the complaint has been resolved, please do raise this with your line manager who will be able to escalate this where/as appropriate.
12	It's good the RE advisory group is resolved. Do colleagues feel this may effect how core employees should be using social media?	
13	Ottelline, please could you clarify whether the damages paid out by DSIT on behalf of the personal actions by the Secretary of State will impact on our budget in the future?	

14	Why aren't staff allowed to take leave when they would like to when they are giving weeks/months notice of dates for leave?	Where possible, requested leave is approved. However, there is no automatic right to take leave when requested. Where there is an operational requirement for attendance to cover a busy period or to ensure that there is sufficient coverage from a team then line managers may refuse leave requests.
15	How can Michelle Donohan stay in her position when she has broken so many of the 7 principles of public life?	
16	Since the EDI RE advisory group SoS situation, are we likely to do anything significantly differently should this occur again in the future?	
17	What will UKRI's response be to the news today that Donelan has used taxpayer's money to pay damages to UKRI's EDI committee? https://www.independent.co.uk/news/uk/michelle-donelan-libel-damages-academic-b2507757.html	

18	<p>It is great that externally UKRI supports the research community by enabling our panel members and funded researchers to claim for costs incurred over and above their standard care arrangements when they need it to be able to participate in activities such as attending panel meetings or conferences but our internal policies do not support our employees in the same way. UKRI will not reimburse childcare costs when someone needs to attend an event outside of their normal working pattern i.e. overnight / non-working day. Therefore employees have to make a choice on whether to attend what could be a very valuable development opportunity against whether they can afford the additional childcare costs if they have no free support (i.e. family) to draw on to support them.</p> <p>Whilst these costs are taxable and therefore need to be claimed through payroll not the usual T&S route what is the reason behind this</p>	<p>The query has been noted. Current policy is not to pay for additional childcare costs when additional hours are worked.</p>
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	<p>policy as it could disadvantage those with caring responsibilities and who cannot afford the additional costs?</p>	
19	<p>Could the clock in PoHo reception please be moved back to its original spot where it is useful? The picture of the king could be put elsewhere where it's not in the way.</p>	<p>We have listened to the feedback on this and feel that that the new position of the clock is suitable for the purpose it is intended to fulfil</p>
20	<p>At the tax payers cost compensation has been paid to the academic, the SOS has apologised. How much time and money has been spent (at taxpauers cost) dealing with this? not just the investiagtion but the amount of your time - Ottoline - plus all the hours of Comms going out? Can UKRI building the future of our country really work with a SOS who is obviousley not fit for purpose for her role?</p>	
21	<p>Would it be worth clearing the historic</p>	<p>Thank you for the feedback, we will look into the best way of doing this.</p>

	questions as they never seem to get cleared and some are slightly old?	
22	If we have concerns about the way UKRI is being managed how can we raise these?	Concerns can be raised with senior leadership of the area of concern
23	DSIT have provided payment to some of the affected individuals of the Research England Expert Advisory Group on Equality, Diversity and Inclusion but this is absent from the Guidance for staff on external meetings on the source but likely a contentious point that should be noted.	
24	How are you providing all the links etc to the people attending IN PERSON?	We will add the links to The Source following the webinar
25	the way the affair with the SoS was handled did not only make my job harder - it made it harder to find a justification why I want to work for UKRI	Commentary - no answer required
26	there has been mention of voluntary redundancy scheme but no follow up on this. could we have an update?	We have secured approval for a voluntary exit scheme from Cabinet Office. We have not yet made an internal decision on whether we will deploy it in order to deliver the Operating Model.
27	As we are not allowed to vote on questions that we want answered, there any way that UKRI could actually answer the asked	The internal communications team continually work with subject matter experts across the organisation to respond to questions. Some take longer than others to respond due to the number of teams involved in helping to respond.

	questions, there are lots unanswered from last webinar, the one before and going back over last year. When will we get answers?	
29	Agree with removing the picture of HMK from PoHo	See above Q1
30	When directors talk about head count limits, how are people who are job sharing counted? If that is two+ people, head counts sound like a deterrent to enabling job shares. Should we be counting people differently, FTEs for example?	When headcounts are being referred to in terms of workforce planning, it is usually FTEs that are being used.
31	What does 'SR' stand for/mean?	Spending Review - this is what sets our budget
32	perhaps we need a larger re-think: dude wall https://www.npr.org/sections/health-shots/2019/08/25/749886989/academic-science-rethinks-all-too-white-dude-walls-of-honor	Commentary - no answer required
33	How is UKRI embedding equality, diversity, inclusion and accessibility in its infrastructure portfolio?	
34	I am a fervent Royalist and I think the portrait is entirely appropriate.	Thank you for your response I'll share with the estates team

35	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
36	<p>25 Interns, how does this fit with the FTE Cap? Whilst these initiatives are essential and UKRI should be first in line we need to appreciate that they will put additional pressure on staff that are already working at capacity, if not beyond. Is there a way we can have initiatives like this outside of the FTE cap? The same with Apprentices and mat leave.</p>	
37	<p>Thank you for sharing the outcomes of the "misinterpretation" from our current Science Minister. However, what would be UKRI action to ensure that in the future such letters are being exchanged, and potentially investigated prior to be distributed publicly, as the impact of these are</p>	

	generally much deeper than just a settlement using tax payers funds?	
38	Could you please provide information on whether UKRI offers annual increments for its employees or where to find this information on The Source	UKRI does not offer annual increments for its employees. This is not supported by HMT and we are obliged to follow HMT guidance on pay. It remains our intention to submit a pay flexibility case to introduce Capability Based Pay Progression in 2024. It will take some time to fully implement.
39	Are there any updates on UKRI allowing working remotely from overseas?	A pilot is being launched - this pilot will have constraints on both circumstances and locations. Further info to follow.
40	An important motivation for removing HM Charles III as a portrait, is that he is a monarch well-known for his anti-science standpoint. It is therefore inappropriate for him to be depicted on our estate.	See above Q1
41	While I agree that the Monarchy is outdated and would love to see the removal of the portrait/RF, you do understand that we are an organisation funded by His Majesty's govt? It's a nuanced situation and I doubt it will be removed	See above Q1
42	What is SR?	SR=Spending Review - this is the process by which government budgets are set (including UKRI) https://www.parliament.uk/globalassets/documents/commons/scrutiny/scrutiny-unit-analysis-of-me23-24.pdf#:~:text=the%20remainder%20of%20the%20period,in%202021%2D22%20prices).

43	Ummm. For those who prioritise their views about the Royal Family, there are plenty of rather higher relevant topics to discuss. Do we have a timeline for voluntary exit options ? This is far more important, I suspect, for many	
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45	This build now belongs to GPA and all the GPA buildings have HMK pictures	Comment noted
46	Should we have an academic expert on the monarchy present at a future webinar?	Question is unrelated to Estates
47	The UK wants to be a science superpower. There were some significant funds mentioned in the presentation which was fantastic to see. How far along our journey will the £ help us. How much more do we think we need, e.g. for the sovereign class data centres? How do we compare against say	

	Europe, China, US and Russia?	
48	How much notice do we need to give to retire and is it the same in all Councils/Pension Schemes?	Please contact your pension scheme and your HR contact for further information for your circumstances
49	For those of us not familiar, please can we get a layman's explanation of what a "syncatron" is?	
50	It would be useful to hear about the approach to on-going sustainability of infrastructure , both tapable stuff and digital data and collections & alongside the required people expertise ?	
51	Are catapults able to apply for the UKRI Infrastructure fund?	
52	the budgets for the change programmes have now been cut. A number of staff have been cut (contractors and not back filling other vacancies); with the significant issues each programme faces how do we expect these programmes to be delivered when the issues are increasing but resource is decreasing.	Clearly we are entering a challenging year in FY 24/25 in terms of funding for change projects. Work is underway now to plan what is possible within our potential budget envelopes and the resultant impact on the change projects. Further information will be shared once the budget has been finalised.

53	What is FM? It's mentioned on The Source about Easter opening. Can UKRI please get into the habit of not using acronyms?	FM : Facilities Management "Facilities management helps ensure the functionality, comfort, safety and efficiency of buildings and grounds, infrastructure and real estate."
54	Last Webinar, i think it was mentioned to [REDACTED], that ministers have discussed about flexibility in terms to working conditions (country) for about 3-4 weeks per year. What is happening about this ? it would be beneficial possibly to many employees with family abroad.	Thanks - we are currently consulting on a pilot which will enable some limited overseas working. We will need to ensure that arrangements consider the right to work, tax residency, operational requirements and IT security.
55	We keep being told that new technology and the AA will help overwork. This has been promised for a year or more. My work is overwhelming and all I hear is empty promises and platitudes. Is there going to be any real help or should I just leave the organisation?	I am sorry to hear that you are so overworked. I hope you have discussed this with your line manager and that you are working together to prioritise wherever possible. Our change programmes are large and complex. They have indeed taken a very long time and there is still a lot more to do before the full benefits will be felt. The databank is already helping. The other major tech programmes will be slower. The Activity Analysis has fed into our operating model work and is informing changes, for example, in how we effectively and efficiently identify and invest in the best research ideas.
56	Is there any plans to adjust the T&S policy. £25 for dinner in London is not always easy!	This is currently being reviewed.

60	<p>To [REDACTED], with respect to the Infrastructure Fund, it is clear that the fund is overcommitted. How have we reached this position and what approach are we taking to manage this further £400m differently to ensure the same overcommitment does not occur?</p>	
61	<p>Q for Ottoline - what would you have done differently in response to Michelle Donelan's false allegations attacking UKRI funded researchers? Perhaps a more circumspect and balanced approach next time, with involvement of comms colleagues rather than your reactionary response (e.g. suspending the advisory group BEFORE doing an investigation) may avoid this embarrassment and prevent this damage from reoccurring.</p>	<p>This has been a very challenging incident spanning a range of highly sensitive issues. Throughout, we have worked to chart a path toward the best outcomes for all those who serve on our advisory groups, including those most directly affected, and for research and innovation in the UK.</p> <p>Our actions were shaped by the core principles that underpin all our work. We took a well-governed, evidence-based and principled approach. We have undoubtedly learned many lessons along the way. We will never know what the outcomes would have been had we taken a different approach.</p> <p>The independent investigation has been pivotal in providing a robust, evidence-based foundation from which we can move forward. The advisory group itself was never suspended. We suspended the operations of the group because we felt it would not be possible for the group to work effectively while the debate was live.</p> <p>Some in our communities strongly disagree with the approach we have taken. I hope that over time we can build their trust</p>
62	<p>[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]</p>	<p>[REDACTED] [REDACTED]</p>

63	There are rumours that a 'working from overseas' policy is being drafted. Can you confirm if this is true?	We are currently consulting on a pilot which will support some overseas working on compassionate grounds in response to requests from staff. We will need to consider right to work, tax residency, operational impact and IT security.
64	Are we sure that any money paid from the public purse to address the SoS comments will not be clawed back via UKRI's budgets?	
65	Hello [REDACTED], thank you for this. When will we get an update on the pilot ? who is going to be included ? how can we sign interest ? Duration and so on ? Additionally, tax residency problems only apply after 3 or 6 months, where 3 to 4 weeks are not considered an issue? What's the thoughts of the leadership?	A pilot is being launched - this pilot will have constraints on both circumstances and locations. Further info to follow.
66	When will a decision be made whether to open up a voluntary exit scheme please?	
67	is there a rough timeline on when the decision will be made to implement a voluntary redundancy scheme? this has quite an impact on people's career and personal choices which I'm sure UKRI can understand	
68	Have UKRI considered any further the possibility of a 4 day work week and if not	Currently UKRI would be required by Civil Service Pay Policy to reduce pay if weekly hours were reduced. Therefore, we are unable to take this further at this current time.

	will they revisit this? Of the organisations that took part in a six-month UK pilot in 2022, 54 (89%) are still operating the policy a year later, and 31 (51%) have made the change permanent.	
69	Is there likely to be a presentation on plans for Capability-Based Pay in the near future?	Work is well underway to formulate how this will work. Once the capability framework and process is finalised then there will be further communication including documentation and presentations. This is scheduled to be from after April.
70	How can we be included in the pilot for working overseas for a limited time? Can we nominate ourselves, and if so, to who?	More info to follow soon
71	Any chance we might adopt 4 days work week in the future?	There are currently no plans to adopt a 4 day work week across UKRI. We do offer opportunities to apply through your line manager for compressed hours (working the same number of hours in fewer days) or to be consider part-time working (or returning to full time working) depending on changes in your personal situation.
72	I would like to bring to your attention that because of the backdated pay increase, I was not eligible to receive the final Cost of Living payment. This situation feels unfair as if the pay rise had been implemented on time, I would not have faced this financial loss.	<p>As a public sector organisation, UKRI are bound by the principles of Managing Public Money. This means we are unable at this point in time to provide any type of offsetting payment for this scenario as this would be seen to be circumnavigating the rules of the Universal Credit and cost of living payments.</p> <p>We will seek to learn from this set of circumstances, keep informed of any future cost of living payments and their interplay with any future pay awards, and will consider options that we can offer at that time.</p>
73	How can colleagues apply to be part of the pilot to work overseas?	More info to follow soon

74	On the 'working overseas' policy, most departments in the Civil Service have rolled out a policy that goes beyond being restricted to compassionate grounds. It would be great to have more information, in collaboration with the unions and staff, on what the 'pilot' entails please and why the UKRI cannot adopt at least at minimum an approach similar to the broader Civil Service?	More info to follow soon
75	It's unfortunate that sustainability got value-engineered out of the high-performance computing centre, no capability for ground-water cooling or waste heat reuse, either of which would have massively saved on energy costs and made the facility truly groundbreaking	
76	PIP-II slide look really good from a diversity perspective...	Comment noted
77	Wow, not a single woman in that FERMI-lab picture - really, still in 2024?!?	
78	Is there a response from UKRI to the Secretary of State's comment that UKRI "has been going beyond the	

	requirements of equality law in ways which add burden and bureaucracy to funding requirements, with little evidence this materially advances equality of opportunity or eliminates discrimination”?	
79	Please could we have a picture of the King at RAL? It's great that one has appeared at PoHo and as the King has visited Harwell so would be appropriate.	Please see https://www.gov.uk/government/news/new-official-portrait-of-king-charles-iii-released-for-public-authorities .
80	Please tell us the estimated, approximate date on the current TFS timeline plan by which it is realistically envisaged that we will be able to deliver grant funds to ROs via TFS without recourse to Siebel. It would be great if staff could have at least some idea what to expect, in 2024 or thereafter, in relation to this. Thank you.	I will pick this up with the SBF team and ensure an answer is provided after this call - please can you email me direct also.
81	This is not a question but just to say my best wishes and pride in how I feel Ottoline handled the RE advisory board public spat. It shouldn't have happened this way but it did and UKRI's response led by Ottoline was mature and measured.	Thank you

	Vindicated now! Reminds me why I love working here and why it is very important for us to be 'arms length' and focus on what we do.	
82	There are many 'non scientific' staff at UKRI. Could we have more Weds webinars aimed at these staff (and others!) e.g. talks from HR, Welfare, IT, Pensions etc	We try and balance the Wednesday Webinar content to ensure it reflects both corporate information as well providing insight into the research and innovation we fund and the impact this has.
83	Does UKRI give out any annual bonuses / One time cost of living expense to its employees ?	UKRI has three PRP schemes - instant awards, in year awards and end of year awards. There is further information available on The Source. In 2023 we were able to give a one off cost of living payment - this was negotiated by the Trade Unions with Cabinet Office and HMT at a national level. We do not have the authority to decide this at UKRI level.
84	Resending it as the question might have been missed: what will UKRI do to ensure that in the future such letters are being exchanged, and potentially investigated prior to be distributed publicly, as the impact of these are generally much deeper than just a settlement using tax payers funds?	
85	If there is a picture of the King at PoHo, and potentially RAL, should we have one at all UKRI facilities?	Potentially yes but it would be down to the Head of Estates of each location to determine.
86	This is all very interesting but I want to know how I am going to start getting back to my contracted hours and	

	whether there will be any pay rise above inflation. Also I'd lie to know when I will be able to speak out about this without my line manager telling me it will affect my career?	
87	If there is not a picture of the King at RAL, or at any other UKRI facilities, should we also not have one at Polaris House?	See above Q1
88	Why do we now have a picture of the King at PoHO when we never had one of the Queen, despite her long years of service.	See above Q1
89	In the interests of inclusivity, could UKRI please provide pictures of the King to place on our desks at home?	See above Q1
90	Following some comments from colleagues, when should we expect an update about the overseas policy ? as summer gets closer	More info to follow soon
91	Would [REDACTED] support solar panels being added to Polaris House to minimise energy consumption from fossil fuels?	
92	Many years ago there was a staff suggestion scheme, where staff were awarded various set amounts for useful	We have forwarded this feedback to the Employee Engagement team.

	ideas. Can this be reinstated please?	
93	When will the update on SHARP implementation be announced?	
94	Perhaps we could have a compromise by having portraits of elected leaders like Boris Johnson and Liz Truss as well as the King?	See above Q1
95	Is it true DDaT/GDaD pay will be implemented across all IT jobs in UKRI?	IT roles that are outside of the UKRI STEM criteria as set out in the UKRI 2022 Pay Offer will be matched against the DDaT capability framework (both role type and capability level) to determine where current pay rates differ from the Government DDaT pay framework. For many roles the pay rates of the DDaT pay framework will be very similar to what is already paid. For some specialist IT roles where the role holder is working at a high capability level application of the DDaT pay framework may give opportunity for further pay increases (either to salary or allowances). However, to set expectations, application of the DDaT pay framework to these roles will likely result in pay increases to only a few roles.
96	Would it be appropriate to have a picture of the King at UKRI facilities not in the UK (e.g. India)?	See above Q1
97	In the job advert for the STFC Executive Chair, there is no mention of net zero or environmental sustainability, which most would agree is a major priority for STFC. Could Ottoline please comment on this?	

	you please clarify what processes are available to UKRI staff and if complaints are/are not part of it?	
104	Has UKRI encouraged the secretary of state to apologise? The secretary's statement didn't actually apologise for all the grief it caused those involved.	
105	What are Ottoline's thoughts about pictures of the Royal Family in UKRI sites?	
106	The latest estates update on UKRI needing to make a business case to maintain a London footprint - can you clarify how this may affect those who have London based contracts? Will they be moved onto Swindon based contracts or are other UK office locations being explored?	The business case for a London presence is being developed and the HR impact will be considered within that.
107	Is there a plan to have the King's portrait up at Daresbury and other UKRI sites?	See above Q1
109	So as to avoid the types of arguments we've had here, would it not be possible to design some sort of King Charles clock to place in every UKRI facility so as to appease all parties?	See above Q1

110	What about arms-length UKRI facilities? (e.g. SS Sir David Attenburgh, BGS, other Institutes / Centres?) - should the King be pictured there?	See above Q1
111	Are we able to discuss the plight of the people of Gaza? Many colleagues feel disenfranchised and have been scared to say anything but mass starvation is about to happen. How can we not use our voice and speak up against Genocide?	
112	██████, am I correct in understanding that you said that you now know that there are around 80 FTE people in UKRI working on infrastructure? And that this knowledge came out of the activity analysis survey - the assumption being that you didn't have this info before? If so, then I think that is a really great example of how the results of that survey might actually help in practice.	
113	working from overseas policy, would this be only for permanent employees?	More info to follow soon

114	If there is time another element relevant to Daresbury and also infrastructure generally it would be useful to understand how the relationship with European / EC investments is now working due to the changes for the UK - thank you	
115	With all the talk of war by our media and leaders is there a need to secure our facilities and in particular our data and systems	
116	██████ how do we make sure that carbon accounting is taken into consideration at the very earliest stage in deciding where and how to place investments, rather than later on in the business case process	
117	Why are there still over 150 staff members waiting for an update on their STEM pay appeals? When will you give people an update on their pay and will it be backdated if approved?	Appeals are currently being worked through. We do not recognise the number of 150, there are fewer than this. IF the assignment of S1 or S2 to a role is changed as a result of these appeals then the pay change will be backdated to 1 July 2022.
118	can we have a response on the expected timeline for announcing a VE scheme pls	

119	When will pay frameworks for UKRI employees who've moved to DDaT be released?	Staff that have moved to DDAT are subject to the standard UKRI Pay Framework. Movement to the DDaT framework is a project that is being undertaken but is not yet completed. The DDaT framework may allow for some further pay flexibility for some roles but not necessarily for all roles. The first stage of this project is to match roles to the DDaT capability framework. This will then inform how the pay part of the framework may be applied and how this can work alongside the main UKRI pay arrangements. More details will be shared once we have progressed this process.
120	How are UKRI going to protect employees (who have expertise in areas that they have brought to UKRI) to maintain their professional identity, rather than hinder it with policies which could silence academic freedom and career development etc?	<p>We have no intention of introducing any policies that undermine professional identity and hinder career progression.</p> <p>Rather, we are currently working to improve career development across the organisation and to ensure that the deep and broad expertise that is the foundation of UKRI's work is shared effectively to benefit everything that we do.</p>
121	Why didn't every grade get the 4.5%?	The rationale for the approach is set out in the 2023 Pay Offer. The basic increase was 4.5% however, we were granted permission to target an additional 0.5% of the pay bill to the lower paid and this resulted in increases of 5% in the lower Bands.
122	how do we put our name forward for the working overseas policy if one is interested to the trial	More info to follow soon
123	Any update on when SHARP will be going live?	
124	Will any questions submitted in advance be answered? If not what is the point of asking people to submit them?	We do provide answers to questions raised in advance as they are added to the Question and Answer Summary following the webinar.

125	What steps are being put in place to ensure Performance Based Pay is dealt with fairly and not subjected to favouritism or covert B&H tactics by line managers.	The capability based pay process will provide opportunity for appeals where an employee feels that they are not being treated fairly. In addition decisions will be reviewed by moderation panels and trends will be monitored to aid consistency of approach across UKRI.
126	As the employee didn't do anything wrong (bar, as you keep saying, they should have had more training) should we as an organisation not get caught up in government rhetoric?	
127	I believe that, considering we are working for His Majesty's Government, that we should have a picture of King Charles, but maybe not where it currently is but another location in reception at PoHo	Please email JBoS Helpdesk if you feel there is a more appropriate location within reception.

128	<p>The activity analysis is showing how we are working in a fire fighting / reactive mode given the FTE cap leaves UKRI significantly under resourced. How do Senior Management plan to use this to identify what we should be doing? Also, how do Senior Management plan to address the issue of neither SHARP or TFS delivering efficiencies within UKRI? It is apparent far and wide from the comments from people who will actually be working with the systems that neither are fit for purpose yet we are still spending money on it. Most of the issues we are experiencing are the same ones that arose in previous systems implementation / developments and acknowledged in lessons learnt, from which UKRI has obviously not learnt.</p>	<p>We realise the many colleagues have increased workloads and are feeling under pressure. With our activity analysis and work on organisational change we will find ways to operate effectively within our very tight operating expenditure targets. We are aiming for:</p> <ul style="list-style-type: none"> • organisational integration and harmonisation of process • increased collaboration and reduced duplication • simplification and automation of process. <p>There will also be more opportunities to be involved as we transition gradually to UKRI Future State. We hope you will join future engagement events and share your views, ideas and practices in our joint effort to shape our organisation. In the meantime, if you or colleagues are feeling under pressure, we have services and support in place and you can find out more on our wellbeing pages. Please also speak to your line manager or HR contact who are here to help. The technology programme will ensure we have the correct digital, data and technology systems and processes in place to support UKRI business needs. Each strand of the technology programme is working collaboratively with UKRI colleagues to ensure user needs are always considered, and potential disruption is minimised.</p> <p>SHARP and Simpler and Better Funding have a large technology component. Each is a separate strand of UKRI organisational change due to the size and scale of the work involved. We are, however, working across all programmes to ensure that all the changes will work together seamlessly, giving colleagues the tools and capabilities needed to be efficient and effective.</p> <p>As with all new systems, we will need a bedding-in period when we identify and resolve any issues. We are committed to continuous improvement on all our new systems.</p>
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134	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
135	<p>Ottoline, as a supporter of academic freedom of speech in R&I, are you aware just how much censorship and appropriation of ideas occurs of employee's ideas / insights within UKRI?</p>	
136	<p>Now that the EDI investigation has found no evidence wrongdoing on the part of the academics named by Michelle Donelan, will there be any recourse for those named publicly, how will UKRI ensure their safety going forward? Also, what do you, UKRI and/or the investigation have to say about Donelan's actions?</p> <p>Will there be any consequences for Donelan having accused Professor Sang of "expressing sympathy or support</p>	

	<p>for" Hamas without evidence?</p> <p>Is it your opinion/the opinion of UKRI and/or the investigation that Dr Kamna Patel was expressing "extremist views" when making reference to Israel's apartheid and genocide?</p>	
137	<p>Can you share any details on the DSIT and UKRI joint Metascience Unit? For example, when we may hear more, the broad timeline and approach, what success might look like broadly?</p>	<p>Please contact [REDACTED] for further information.</p>
138	<p>When are reviews of further appeals to the 2022 pay award categorisation expected to be complete? Several of us in STFC submitted appeals in October last year and were told a decision was being made on the 4th of December. We have still received no update and the Associate Director for Reward, who is making the decisions, has not provided an update and does not respond to emails.</p>	<p>Appeals are currently being worked through and a response is expected shortly.</p>

139	<p>Please can we have an update about the EDI investigation? Has the investigation begun, and who is involved? What has UKRI done to ensure that the women named by Michelle Donelan are not at risk? If the investigation finds that there was no wrongdoing, will there be any recourse for the academics who were named publicly; any consequences for Donelan?</p> <p>If some of the parts of the question cannot be answered in the webinar, I would very much appreciate a response to all parts, please. I think it is of interest to all staff at UKRI to have a better understanding of the situation.</p>	<p>UKRI has now completed its investigation into the concerns raised by the Secretary of State about Research England's Expert Advisory Group on Equality, Diversity and Inclusion.</p> <p>Following the independent investigation, the UKRI Board has found no evidence of a breach of the Research England Expert Advisory Group on Equality, Diversity and Inclusion's Terms of Reference and no failure to uphold the Seven Principles of Public Life (The Nolan Principles). Moreover, the UKRI Board found no evidence in the public domain of support for a proscribed terrorist organisation or the sharing of extremist material and no grounds to remove any individual members of the Research England Expert Advisory Group on Equality, Diversity and Inclusion.</p> <p>The Research England Council has advised that expert input to the Research England EDI action plan is still required from a range of sources including this Expert Advisory Group.</p> <p>The Research England executive team is therefore pleased to invite the advisory group to reconvene, and will be contacting members to discuss the next steps with them. UKRI regrets any difficulties experienced by members of the Research England Expert Advisory Group during this period.</p>
CF2 1FE B4	<div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div>	

	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
CF2 1FE B8	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
CF2 1FE B12	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
CF2 1FE B16	<p>Should we continue to plan for it being BAU to award on TFS from April for all calls on TFS? Or is it better to ask this closer to April, and should we consider more cut overs instead</p>	<p>Making awards within the Funding Service remains a priority for this Spring, and over the next few months our ambition is to start expanding the number of Awards being funded through the Funding Service. To do this we have been developing and piloting new functionality ready for the launch of this new part of the service.</p> <p>We are liaising with members of the Cross Council Working Group on which types of opportunities will need to be cut over so please discuss it with your CCWG representative.</p>
CF2 1FE B17	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	

	<div>[REDACTED]</div>	
CF2 1FE B19	<div>[REDACTED]</div>	

	<div></div> <div></div> <div></div>	
CF2 1FE B24	Is there any scope to delay the full transfer to TFS until the outstanding key issues are resolved? If not, what are the blockers to this? Not doing so is likely to lead to reputational damage to UKRI in our ability to effectively deliver some key funding programmes and efficiency projects.	
CF2 1FE B25	Can you share the agenda for show and tells before they occur? To support getting the right staff to join	We have a number of standing items at the show and tells. These include a review of main features and policies delivered in the most recent development cycle as well as priorities for the next cycle. Depending on what has been delivered the team will also provide demonstrations of the service. Closer to the event we will update the meeting invitation.
CF2 1FE B26	Will the IFS system migrate to NFS too? It looks similar.	
CF2 1FE B28	There is a lot of talk of users, and this focuses on the academic community. Ultimately the core users of TFS are UKRI, as we need it to run the business; without it then UKRI	

	fails. Does the programme and senior leadership realise that UKRI is the core user?	
CF2 1FE B29	I needed to find out how many applications had been submitted in a specific area. Turns out you can only search the title of an application by keyword. Did someone not realise that keywords might not actually be included in the title? It should be easy to change the search field.	This need can be met in Databank where you can search the entire application content. TFS is more for grant processing.
CF2 1FE B30	Do we know approximately when we might anticipate a video for how to use the AppList (a interim workaround whilst TFS is working on the functionality for notes and tracking)	As an interim measure Apps list has been an extremely helpful resource for many colleagues using the service. Some councils such as BBSRC and EPSRC have quite detailed guidance on how to use Apps list which has been shared with other councils. The SBF team are focussing on navigation and findability to make using the service efficient.

CF2 1FE B31	Knowing how and when committee members review grants, the ability to read offline is really important - please do prioritise this	<p>For the moment we are keeping this under review.</p> <p>TFS differs to the previous architecture of Siebel which used a document-based approach, requiring the upload and download of application documentation. TFS is using a modernised digital architecture which uses a digital form, which is more accessible and far more secure. This is a change in ways of working for users and will take some time for users to become familiar with the advantages of working online in this way.</p> <p>Innovate UK's Innovation Funding Service experienced this same challenge back in 2017 with external assessors wanting to read applications offline and users are now happy with the approach.</p> <p>There are of course improvements that can be made to the ease of printing parts of the application to make it easier for users, however we also need to make users aware of the risk of downloading and printing confidential content. There is a balance here between becoming more familiar with more secure digital ways of working and improving usability with considered use of downloading and printing applications. This is a change to the document led approach in Siebel, but for a good reason.</p>
CF2 1FE B32	As more and more applications are coming through to TFS can you advise when we will have some kind of reporting mechanism in place so we can respond to EXCO in a quicker way?	TFS applications are already available in Databank for reporting and analytical purposes. Some more details on what information you feel is missing would be useful so that we can address your needs?

<p>CF2 1FE B33</p>	<p>re: TFS, on what basis are we keeping the capacity for reviewers to work offline under review, given the unambiguous strong feedback from the community and the clearly demonstrable need for offline working?</p>	<p>For the moment we are keeping this under review.</p> <p>TFS differs to the previous architecture of Siebel which used a document-based approach, requiring the upload and download of application documentation. TFS is using a modernised digital architecture which uses a digital form, which is more accessible and far more secure. This is a change in ways of working for users and will take some time for users to become familiar with the advantages of working online in this way.</p> <p>Innovate UK's Innovation Funding Service experienced this same challenge back in 2017 with external assessors wanting to read applications offline and users are now happy with the approach.</p> <p>There are of course improvements that can be made to the ease of printing parts of the application to make it easier for users, however we also need to make users aware of the risk of downloading and printing confidential content. There is a balance here between becoming more familiar with more secure digital ways of working and improving usability with considered use of downloading and printing applications. This is a change to the document led approach in Siebel, but for a good reason.</p>
<p>CF2 1FE B34</p>	<p>[REDACTED]</p>	<p>[REDACTED]</p>

CF2 1FE B37	On TFS, how are we mitigating the risks that there will be a gap in data availability because TFS is not gathering the same (structured) data that we are used to from Siebel - and how will this impact on our ability to analyse and talk about our portfolio ahead of the next SR?	TFS is iterating functionality and replacing free form fields with structured data fields. There are plans to include structured data for project partners, ethics etc
CF2 1FE B38	Several stakeholders have raised that emails from "noreply@salesforce.com on behalf of UKRI Support <support@funding-service.ukri.org>" easily go into Spam folders. Such naming also doesn't pass our own email security checks that the online training is advocating. If the UKRI email address could be the only section displayed that would be a great first step to increase better visibility and increased confidence in the legitimacy of the email.	Feedback will help us to improve the service. Thank you for passing this on.
CF2 1FE B39	What are the key lessons the TFS team will take away about big change/IT projects? What can we apply to	

	<p>example is average labour rates, these are acceptable for UKRI but not for Innovate grants. Can anything be done about this?</p>	
<p>CF2 1FE B44</p>		

CF2 1FE B45	<p>Please can we have a firm commitment to offline working? How can we be taken seriously as an organisation when we aren't allowing people to work on reviews offline or read applications other than on a computer screen given its meant to be a 'better' more accessible system and given the percentage of people that have some form of visual, hearing, speech, motor, cognitive or other combination of impairments.</p>	<p>For the moment we are keeping this under review.</p> <p>TFS differs to the previous architecture of Siebel which used a document-based approach, requiring the upload and download of application documentation. TFS is using a modernised digital architecture which uses a digital form, which is more accessible and far more secure. This is a change in ways of working for users and will take some time for users to become familiar with the advantages of working online in this way.</p> <p>Innovate UK's Innovation Funding Service experienced this same challenge back in 2017 with external assessors wanting to read applications offline and users are now happy with the approach.</p> <p>There are of course improvements that can be made to the ease of printing parts of the application to make it easier for users, however we also need to make users aware of the risk of downloading and printing confidential content. There is a balance here between becoming more familiar with more secure digital ways of working and improving usability with considered use of downloading and printing applications. This is a change to the document led approach in Siebel, but for a good reason.</p>
CF2 1FE B46	<p>Whilst its good that externally some people see an improvement with TFS , can we please be open to the external community and explain the many problems that staff are experiencing as of course using TFS internally is just as important. By being open it may help with an understanding if there are any delays etc.</p>	<p>By 'UK Innovation Hub' one assumes that the questioner is referring to the referenced Funding Innovation Forum in [REDACTED] presentation as FSDA. We will soon be detailing the Funding Innovation Forum as the mechanism through which the FSDA can seek advice and specifically consult on issues, seek to embed consistency and understand why and where things are still being done differently.</p>

CF2 1FE B48	How much have we spent on TFS? Considering it does not allow us to yet fund grants, return reviews and capture critical data.	
CF2 1FE B49	[REDACTED]	[REDACTED]
CF2 1FE B52	Big 'shout out' to the TFS Helpdesk, who do an amazing job.	

<p>CF2 1FE B53</p>	<p>Disconnect between new policy changes and TFS functionality is confusing for staff. Are there plans to make these better coordinated?</p>	<p>As part of the implementation of any change there are a number of documents and webpages which staff can access so that they can see the updated guidance:</p> <ul style="list-style-type: none"> • Funding Service Training Materials - [REDACTED] • When setting up an opportunity on the service use the TFS interim onboarding page for further information and the template [REDACTED] • Manual Intervention Guidance Library • Grant and Funding positions for TFS [REDACTED] • Going forward we will also include policy changes in the Funding Service release [REDACTED] <p>At the moment depending on the type of change policy decisions may be disseminated by members of the Cross Council Working Group, or as a comms campaign. We will continue to look at how policy and TFS functionality is communicated and what works well for our colleagues.</p>
<p>CF2 1FE B54</p>	<p>[REDACTED]</p>	

	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
CF2 1FE B55	<p>Why isnt the environmental impact of our research projects included more strongly within the funding applications and process?</p>	<p>As part of our work on standardising application and assessment question sets there has been discussion on incorporating Environmental sustainability. Sustainability (including environmental) is being explored in the equipment template, and we will continue to discuss how councils are addressing it.</p>
CF2 1FE B58	<p>"Drop in to the Sandbox day and resolve issues you are having setting up setting up opportunities, applying to opportunities, using expert review, making decisions on applications etc."</p> <p>So does Sandbox have functionality that TFS currently doesn't have? We have been told we cannot make decisions on applications on TFS currently?</p>	<p>The sandbox is a test environment for The Funding Service (TFS) - (it does not use data from the live service) and gives the opportunity for UKRI staff to familiarise themselves with all things TFS.</p> <p>The Sandbox is very quickly updated to reflect the live environment when new functionality is released. So you can use it in conjunction with the live guidance and training materials, demos, and step-by-step-guides</p> <p>[REDACTED]</p> <p>At the webinar the programme promoted a drop in session for colleagues to ask questions about using the sandbox.</p>

CF2 1FE B66	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
CF2 1FE B67	<p>Has TFS been tested in a mobile environment? e.g. on a train with an unreliable internet connection.or has it only been tested in Swindon on a stable wired internet connection?</p>	
CF2 1FE B69	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	Commentary - no answer required
CF2 1FE B70	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	Commentary - no answer required
CF2 1FE B72	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>

CF2 1FE B77	<div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div>	
CF2 1FE B79	How is TFS embedding use of unique identifiers for people and organisations? UKRI has a unique opportunity to show leadership here too....	Persistent digital identifiers for individuals are already embedded within some UKRI systems, and the use of persistent digital identifiers for organisations and outputs is in progress. Gateway to Research provides a persistent record for a UKRI grant, which is publicly accessible. The principle of introducing persistent digital identifiers for grants has been agreed and will form part of the development of The Funding Service.
CF2 1FE B80	When will the sort function be added to the reviewer tab on TFS so that we can sort and see who has accepted and who hasn't for example. When it isn't sorted the reviewers are all mixed up. It makes it especially hard when the list of reviewers get longer and longer.	In the two releases in Q4 the internal dashboard for managing reviewers has been prioritised. The search capability has already been improved and by the end of the current cycle colleagues can expect clearer statistics, pagination, sort, and filter capability.
CF2 1FE B82	Can we get a thank you for <div></div> for building and maintating appslist.	
CF2 1FE B83	<div></div> <div></div> <div></div> <div></div> <div></div> <div></div>	

	<div>[REDACTED]</div> <div>[REDACTED]</div> <div>[REDACTED]</div>	
CF2 1FE B84	<div>[REDACTED]</div> <div>[REDACTED]</div> <div>[REDACTED]</div> <div>[REDACTED]</div> <div>[REDACTED]</div> <div>[REDACTED]</div> <div>[REDACTED]</div> <div>[REDACTED]</div> <div>[REDACTED]</div> <div>[REDACTED]</div> <div>[REDACTED]</div> <div>[REDACTED]</div> <div>[REDACTED]</div> <div>[REDACTED]</div> <div>[REDACTED]</div> <div>[REDACTED]</div> <div>[REDACTED]</div> <div>[REDACTED]</div> <div>[REDACTED]</div>	Commentary - no answer required

<div>CF2 1FE B86</div>	<div>[REDACTED]</div>	<div>[REDACTED]</div>
<div>CF2 1FE B87</div>	<div>[REDACTED]</div>	

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CF2 1FE B88	How can we get involved in the working from abroad pilot - for example to be with family in another country?	More info to follow soon
CF2 1FE B90	Question to ██████ - Is it possible to work in UKRI offices around the world, for instance if you are travelling to New Delhi, can you go to UK embassy and work there?	More info to follow soon
CF2 1FE B91	Are there any plans to open the Bristol office to all or more staff?	Bristol office has a relatively low number of workstations and we are seeing RE people on site numbers increase. There are no current plans to open Bristol office to those contracted outside of Research England.
CF2 1FE B92	How will the TFS and The UK Innovation Hub be used going forward?	By 'UK Innovation Hub' one assumes that the questioner is referring to the referenced Funding Innovation Forum in Robyn Thomas' presentation as FSDA. We will soon be detailing the Funding Innovation Forum as the mechanism through which the FSDA can seek advice and specifically consult on issues, seek to embed consistency and understand why and where things are still being done differently.
CF2 1FE B96	Parking - what's happening with regard to compliance to the Equality Act 2020?	UKRI work tirelessly to ensure protection from discrimination for everyone. That includes the use of our estates and facilities.

CF2 1FE B99	there are not enough meeting rooms at PH, can we have more?	Restack has created many additional meeting spaces and this should reduce the impact on the physical meeting rooms. We still see a lot of larger rooms being used for single person meetings, and a lot of 'no shows. Please encourage colleagues to ensure that they only book rooms relative to the size of their meeting and to release rooms that are no longer required.
CF2 1FE B10 0	a UKRI independent study in early 2024. Can you share more on what this is?	
CF2 1FE B10 1	ERM was noted to have been rolled out across some councils. Can you share an update?	
	<ul style="list-style-type: none"> • “The Russell Group will continue to develop the use of trusted funder policies, meaning more projects will be able to get up and running before their formal starting period.” This would be great, but is there evidence of this happening? • 	
	The government will establish a new task-and-finish “red team” which will have a remit to identify areas of creeping, unnecessary bureaucracy across the wider public research system. This will make recommendations to	

	<p>funders and ministers for their rapid removal..”. Is there anything on this “red team”? Lots of funder bureaucracy is due to Government restrictions and rules and outside UKRI hands, ministers unlikely to be able to substantially resolve this.</p>	
<p>CF7 FEB 6</p>	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
<p>CF7 FEB 10</p>	<p>In an enviroment where large parts of the organisation are facing headcount controls, why are so many of our posts going straight out to external advertisment and not being advertised internally first?</p>	<p>All roles are advertised internally. In a best case scenario we would advertise internally first to see if we can fill the role from within, however we are finding for some bands and for some specialist roles this is not a practical use of time so are allowing some to go live externally at the same time as internal advertising.</p>
<p>CF7 FEB 37</p>	<p>Is it possible to give an indication how long the additional association</p>	

	to National Security topics might take?	
CF7 FEB 39	When are staff going to find out about the outcome of last week's senior leads and the way forward for UKRI	
CF7 FEB 44	What are your views or thoughts on the current internal UKRI transformation program?	
CF7 FEB 51	[REDACTED]	
CF7 FEB 53	[REDACTED]	

CF7 FEB 54	How do we report bullying anonymously? All I can find on the Source is a review from HR saying UKRI needs to provide better routes for reporting bullying and harrassment anonymously but I can't find the actual routes	
CF7 FEB 57	Is there a new launch date for SHARP yet?	
CF7 FEB 61	What externally delivered assurance processes are being used on SHARP?	
CF7 FEB 62	<div></div> <div></div> <div></div> <div></div> <div></div>	
CF7 FEB 63	As SHARP has been delayed, does that mean there is scope to bring things into the system that were excluded due to timeframes previously?	

<p>CF2 4JA N6</p>	<div data-bbox="197 99 491 542"> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> </div> <p>"WP1: The Implementation phase grant administration is made up into the following elements:</p> <ol style="list-style-type: none"> 1.An accessible, secure and easy-to-use application process, including assessment, due diligence, awarding and payment. 2.Applicant support, including briefing sessions and on-demand assistance. 3.Mechanisms to monitor, change, close, reconcile and recover grants." 	
<p>CF2 4JA N7</p>	<p>If Andrew believes UKRI is a 'special organisation' does he believe staff are paid a commensurate rate? What is the boards</p>	

	view of the divide pay deal which has de-valued Head Office staff?	
CF2 4JA N12	For Andrew - Does the Board you have confidence that UKRI has the necessary skills	
CF2 4JA N13	The UKRI central organisation has grown in size and is potentially now larger than some of the Research Councils. What does it do that benefits our customer facing staff?	
CF2 4JA N14	What is Andrews view of the risk of the OpEx targets overloading staff and impacting on staff retention?	
CF2 4JA N17	How can we trust that UKRI is committed to environmental sustainability when the board is led by the chair of Shell?	
CF2 4JA N19	Could Andrew please expand on the relationship between UKRI Board and DSIT- how are strategic priorities discussed and aligned?	

CF2 4JA N20	Andrew-what do you think shows UKRI is being successful, compared to what would have happened anyway if Research Councils, Research England, and Innovate UK hadn't been brought together? Which is clear and unambiguous.	
CF2 4JA N21	Are those guidelines Sir Andrew Mackenzie mentioned publically available somewhere?	
CF2 4JA N22	For Andrew: In terms of what its staff do, UKRI is effectitvely an organisation of two halves - one that hands out funding and one that runs research faciltiites and undertakes research. In your view, do these halves sit comfortably together.	
CF2 4JA N23	How does the Board view the current pace of change within UKRI, and does it have confidence that we have the capability to make necessary changes?	
CF2 4JA N24	Pleased to hear that UKRI is considering long-term thinking in its	

	engagement with Go-Science. But with the looming general election will UKRI be forced to respond to short-term thinking and the political expediency that arises from current politics?	
CF2 4JA N25	Sir Andrew, what does the recent discovery of liquid hydrocarbons made on one of Saturns Moons Titan mean for us on Earth? As the oil reserves surpasses our reserves on Earth. Does this change the idea of fossil fuels from being finite resource to a "renewable"?	
CF2 4JA N28	You said 'Shell has a big budget for research into alternatives'. What's the size of this in comparison to its fossil fuel budget?	
CF2 4JA N29	Andrew - you mentioned the board's discussions of the challenges for the future for the sector and for UKRI. In your personal view, as Chair, how do you think UKRI can play to its strengths most effectively in	

	responding to those challenges, particularly in a shifting political and geopolitical environment? (Big question!)	
CF2 4JA N30	Since Andrew became chair of the board UKRI has spent 10's of millions on change projects but does not yet have an operating model in place - does this board think this is a failure?	
CF2 4JA N32	Andrew talks a lot about venture capital and innovation etc. I would be interested to hear what level of importance he puts on funding for the arts and humanities.	
CF2 4JA N33	How does he feel that staff have not had a pay rise above inflation for years, do not have enough staff to the job and have indicated year on year that they are stressed because of this. How can he help?	
CF2 4JA N34	I feel patronised that he is saying we should all be more productive. Quite insulting.	

CF2 4JA N37	When will management stop saying that the new systems will make everything ok? We are told time and again that these systems will solve all our problems, talk to ordinary staff as they do not believe you.	
CF2 4JA N39	Does shell take any credit for your time in UKRI? If so how do they claim the benefit.	
CF2 4JA N40	<p>Many thanks to Sir Andrew for a more detailed response on his views regarding the UKRI and Shell chairmanships and the perceived conflict of interest. As my submitted question was not selected, I'd like to re-post this in the chat as I know that myself and others are very keen for a response from Sir Andrew.</p> <p>Many people within BAS are potentially unaware of Sir Andrew's commercial position as chair of Shell. This fact was met with some consternation by BAS climate scientists when Sir Andrew received a tour of Rothera Research Station last</p>	

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CF2 4JA N52	<p>Do the senior management envisage any point where UKRI will not be undertaking a change programme and will actually allow time to see whether the structures and processes put in place actually work. Productivity will surely increase without the uncertainty created by never ending change?</p>	
CF2 4JA N53	<p>Panel - Are you worried about the psychological safety results? How can you give confidence to staff that things will improve?</p>	
CF2 4JA N62	<p>Do senior managers ever have discussions on how we can look after older employees including training in different ways, consideration on health issues etc?</p>	
CF2 4JA N63	<p>For ██████████: What one change to UKRI structures or ways of working would</p>	

	you make to further empower colleagues across UKRI.	
CF2 4JA N65	Procurement feels like a kafkaesque journey of mystery processes designed to prevent any spending. It can take months to procure basic things such as a report. It is wasting resources and causing distress, especially for junior staff who are trying to deliver benefit for the UK economy. Please can you survey the staff who end up actually having to use the system? Can you fix a standard process and stop people adding new processes?	
CF2 4JA N68	Glad you clarified on that one Andrew because I heard "I'm not a great believer in the risks of climate change." as well....	
CF2 4JA N76	<div></div> <div></div> <div></div> <div></div> <div></div>	
CF2 4JA N77	Who is developing the SHARP system - in-house or an external company? Or both?	

CF2 4JA N78	When do you think TFS will actually be 'complete' i.e. with all of the functionality to make it do what we need?	
CF2 4JA N82	If the chair doesn't believe in climate change, where does that leave UKRI. Is his primary occupation hampering UKRI?	
CF2 4JA N83	[REDACTED]	
CF2 4JA N85	How does ARIA fit into the processes described?	
CF2 4JA N86	[REDACTED]	

	research and innovation?	
CF2 4JA N89	<p>Many people within BAS are potentially unaware of Sir Andrew's commercial position as chair of Shell. This fact was met with some consternation by BAS climate scientists when Sir Andrew received a tour of Rothera Research Station last year and since then, more questions have been raised by BAS staff. Sir Andrew's office was extended an invitation to visit BAS Cambridge, and meet with a wider group of interested people to give his personal view on the ostensible conflict of interest and discuss the levels of scrutiny and transparency this conflict of interest is subject to. This invitation has been declined. Would Sir Andrew reconsider this stance?</p>	

CF2 4JA N90	To what extent does he use the findings of UKRI funded science on climate change in his other roles – specifically with Shell?	
CF2 4JA N91	In UKRI's own words, "For more than 50 years, UKRI, its councils and predecessors have worked to understand, tackle and mitigate the effects of climate change, and embed evidence in decision making and climate policy." The majority of scientists agree that we must rapidly transition away from oil and gas extraction if we are going to have any chance of avoiding catastrophic climate breakdown. As Chair of UKRI, how do you square this with your actions as Chair of Shell in pushing ahead with new fossil fuel extraction projects	
CF2 4JA N92	"Given your (Andrew Mackenzie's) position on the board of directors of Shell and illustrious career spanning over 30 years in the oil and gas, petrochemicals, and	

	<p>minerals industries. Do you believe your recent appointment as the chair of UK Research and Innovation (UKRI) aligns with the values and goals of UKRI funded organizations and researchers whose work clearly and unambiguously shows that the world must cease fossil fuel exploitation? How do you respond to concerns from those who have committed their lives and careers to understanding and protecting our planet who question the appropriateness of your appointment?"</p>	
CF1 OJA N12	<p>Does it remain the case that we advertise internally first in order to provide career progression opportunities to our staff? If so, why are so many of our technical Band E roles going straight to external advertisement at the moment?</p>	<p>All roles are advertised internally. In a best case scenario we would advertise internally first to see if we can fill the role from within, however we are finding for some bands and for some specialist roles this is not a practical use of time so are allowing some to go live externally at the same time as internal advertising.</p>
CF1 OJA N26	<p>When will UKRI Senior Management start supporting line managers by abandoning the</p>	

	practice of leaving every decision to the discretion of the line manager and establish proper guidelines on e.g. attendance at the office?	
CF1 OJA N37	Is the new finance system going live at the 1st April given that UAT hasn't started yet?	
CF1 OJA N41	How can they be replaced with a recruitment freeze?	
CF1 OJA N53	Some people would prefer not to be advised by UKRI to do more to help the planet outside of work. We can see that when in work UKRI can advise this. UKRI comments on this would be good.	
CF1 OJA N79	Will early exit have the same compensation as voluntary redundancy	
CF1 OJA N80	Is the recruitment chill being lifted this year (assuming we'll have met the relevant FTE targets)?	Not currently
CF1 OJA N82	Can you explain why quite a lot of contractors have had their contracts ended - many on 0 days notice on the last day before	Contractors and their budget come from the Line Managers not a central pot so the decision is a local one.

	<p>Christmas holidays due to budgetary concerns?</p> <p>A really poor way to have treated people at the worst time of the year for finding a new job?</p>	
CF1 OJA N85	<p>Does that mean it is highly likely that we will have surplus people and need to reduce number via such means?</p>	
CF1 OJA N88	<p>How soon will the Voluntary Early Exit opportunity information be shared? i.e. 3 months? 6 months?</p>	
CF1 OJA N97	<p>How is UKRI dealing with staff who have low motivation after the recent introduction of STEM pay bands?</p>	
CF1 OJA N99	<p>the implementation of the Resume for researchers and innovation seems to be increasingly accepted by applicants and assessors. However the community seems to struggle with it when its applied to team based grants. What are your thoughts on how well it works for collaborative teams</p>	

CF1 0JA N10 0	<p>Given that career development was highlighted as an area of concern in the staff survey, why do people who take up temporary opportunities (e.g. maternity cover) to work in a different area or a higher band have to risk their employment, i.e. can no longer return to their previous post?</p> <p>Although I appreciate no job is for life, those who have single salary incomes or caring responsibilities etc feel like they are able to take this risk - how does this fit in with our EDI principles?</p>	There will be more to follow on this shortly in the new Recruitment Policy which we are hoping to publish in April
CF1 0JA N10 2	with regard to env sustainabaility please can you speak on our still funding in fossil fuels based research	
CF1 0JA N10 8	<p>Thanks, [REDACTED], for clarity on redundancy, it would be great if surplus staffing in these areas can be reassigned to support programmes that are struggling with resource issues due to recruitment band which has led to excessive and extreme work</p>	

	loads for programme leads.	
CF1 0JA N11 2	Why do central UKRI roles keep being approved with no budget while Council facing roles are increasingly hard to receive approval for exactly the same budget issues?	
CF1 0JA N12 7	How much extra money are the delays in SHARP costing us?	
CF1 0JA N13 0	If the processes won't change in line with SHARP, when will the harmonisation take place?	
CF1 0JA N13 4	Why was TFS built when innovate has a Funding Platform do you see them merging	<p>The ambition is to make the funding environment simpler and better, and we are working with IUK colleagues to think about how UKRI funding can appear as a single front door for our external users so that it can be as simple and straight forward as possible.</p> <p>Currently we are exploring the feasibility of this ambition given time and budget constraints.</p>
CF1 0JA N13 5	Speaking as an Innovate person SHARP and joined up HR processes cannot come soon enough. Really looking forward to it.	

CF1 0JA N13 9	with regard to env sustainabaility please can you speak on our still funding in fossil fuels based research	
CF1 0JA N14 0	<div>████████████████████</div> <div>████████████████████</div> <div>████████████████████</div> <div>████████████████████</div> <div>████████████████████</div> <div>████████████████████</div> <div>████████████████████</div> <div>████████████████████</div> <div>████████████████████</div> <div>████████████████████</div> <div>████████████████████</div>	
CF1 0JA N14 2	Not a Q but a thank you for making it clear UKRI will not be mandating office attendance - this is very welcome, and hybrid working remains a key benefit for continuing to work at UKRI for me.	
CF1 0JA N14 4	████ just said "drive our productivity" , are we not working hard enough?	
CF1 3DE C23	Does anything of Pioneer remain now we have associated?	
CF1 3DE C54	Who is deciding/how is it decided whats "viable" in the TFS "minimum viable product"?	

CF1 3DE C56	[REDACTED]	
CF1 3DE C58	[REDACTED]	
CF1 3DE C63	[REDACTED]	
CF1 3DE C67	[REDACTED]	

	<p>██████████</p> <p>██████████</p> <p>██████████</p>	
CF1 3DE C68	Would it even be possible for 60% in office working due to the occupancy changes in Polaris House?	
CF1 3DE C73	Can we please implement the 60% working for Civil Service at UKRI (we have to align to so many things anyway) as this very flexible hybrid working is detrimental.	
CF2 9NO V5	Could we have more information on the information request on assessment processes related to EDI - especially as to why there is a particular concern in response to the SOS.	
CF2 9NO V20	The SHARP programme is currently Red. What are the implications of this for a timely launch?	
CF2 9NO V46	██████'s presentation was so, so good - and really useful from both an organisational and a personal development perspective. Could the	

	L&D team consider setting up training opportunities for colleagues to learn more about pan-UKRI services in a similar contextualised fashion with practical recommendations on how to work with them?	
CF2 9NO V59	I asked this question at the 17 May webinar but it was never answered. How will delegated authority work when SHARP is introduced?	
CF2 9NO V10 0	Are JBOS increasing the gritting around Polaris House now its very cold?	As we move toward the autumn and winter months we will work with our contracted partners to ensure that weather conditions are planned for accordingly.
CF1 5NO V62	On the question about rumours....I hear information from 'people who know people in HR', and often regarding personal information about the senior leaders. Can the HR team be reminded that they are privy to confidential information and should treat the information accordingly. This is an ongoing issue, but the 'information' continues to leak.	

CF1 NOV 16	<p>Notwithstanding the complexities of the middle east political situation, is UKRI going to educate staff that calling from a Palastine state from river to sea is actually calling for the destruction os Israel and Jews.</p> <p>Hamas in their foral charter have death of jews in their mandate.</p> <p>There is a difference between sympathy for the situation in Palastine and calling for the death of Jews.</p> <p>Jewish staff know this it is clear many colleagues do not.</p>	
CF1 NOV 42	<p>Great to hear that the issue is being investigated and appreciate this can be difficult. I'm concerned the SoSs letter or our response failed to express sadness at the loss of civilian life in Palestine and that should be addressed</p>	
CF1 NOV 52	<p>Are all people involved in EDI at the UKRI being monitored by the SOS? Or was it just by happen chance that the SOS became aware of this particular social</p>	

	media post that caused the response?	
CF1 NOV 86	<p>Thank you for the clarification regarding the letter and the important evaluation of the EDI work and people. What we are still missing is a clear condemnation from UKRI of the Hamas terror attack in 7th of October, and the atrocities committed against civilians- torturing, raping, and killing more than 1,400 people and taking at least 239 hostages. This is not a political stand and has nothing to do with opinions regarding the Hamas/Israel war that followed it. It is an act of empathy for the victims and condemnation of any such actions.</p>	
CF1 NOV 87	<p>How many EDI panellists, and other panellists have already resigned as a result of the exchange between UKRI and DSIT (Donelan)?</p>	

CF1 NOV 146	Can UKRI colleagues exercise free speech by signing the open letter to UKRI regarding Michelle Donelan's letter without ramifications or risk of HR proceedings?	
CF1 NOV 158	Is there a case for saying we're a bit over reliant on advisory committees, and to consider whether there's value in greater use of other models of consultation?	
CF1 NOV 159	Where can i find UKRI's code of practice/conduct for advisory group members? is that a harmonised code of practice?	
CF1 8OC T9	I recently attended a department webinar where the SLT talked on the topic of pay. Within this they suggested that we look for alternative ways to progress our career outside of raises.	
	How can we go about this when, in most cases there is no opportunity for promotion unless	

	someone leaves the organisation?	
CF1 8OC T16	Why have UKRI released a tender for an external company to deliver a grants process?	
	https://ukri.delta-esourcing.com/delta/respondToList.html?accessCode=9824TPX958	
CF1 8OC T41	How reliable to you think the information collected through the survey will be? Given the potential ramifications (whether intended or not), is there concern people will either under or over exaggerate their workloads and roles to help fit the ideal model?	
CF1 8OC T58	Given the mass exodus of experienced staff from UKRI shows no sign of abating, aside from the implementation of the (already 18 month delayed) pay award from 22 and the 23 award, what is UKRI planning to do to keep experienced staff?	

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CF1 8OC T22 3	I have already tried to reach out to colleagues performing similar functions in other Councils to share best practice, but the lack of accurate organograms makes it hard to identify who to contact. Could that be addressed?	
CF1 8OC T23 4	Are you going to address further the announcement from Jeremy Hunt RE reducing civil service headcount and how this relates to our roles? I know we're not technically "civil servants" but we seem to get lumped into that title when it suits them!	
CF4 OCT 13	Will there be something released on the Source soon about the carbon steering group? Not everyone knows their representative and there doesn't seem to be a list	

CF4 OCT 20	If government scraps the net-zero goals, will we need to scrap them as well?	
CF4 OCT 38	<div>██████████</div> <div>██████████</div> <div>██████████████████</div> <div>██████████████████</div> <div>██████████████████</div> <div>██████████████████</div> <div>██████████████████</div> <div>██████</div>	
CF4 OCT 53	I knew nothing about the chancellors talk - will you include details in the Comms that is sent out please?	
CF4 OCT 54	Given the announcement was on Civil service numbers, why do we beleive we are in scope - we are not civil servants.	
CF4 OCT 55	RE. ██████' answer to Chencellors speech at TP conference, didn't the chancellor also commit to no arbitrary headcount reductions in settling the industrial action in the civil service?	
CF4 OCT 56	The Chancellor also specifically mentioned reducing the number of roles in Diversity and	

[illegible]

CF4 OCT 124	Following recent government announcements on climate and nature policy that do not align with the science we fund – do colleagues think it is ethically acceptable for us to accept the status quo?	
	What other options are available to us besides breaking the law to protest against government policies on climate change (as Chris Packham recently asked)?"	
CF2 OSE P18	Is there a risk that, following the possible upcoming government backtrack on net zero policy targets, some of our funded schemes and programmes will need to be re-focussed or even cancelled? Have UKRI been consulted at all on the pivot in net zero policies?	
CF2 OSE P19	Will the data teams in each Council be sharing knowledge/reports for grants info from TFS? We are all UKRI so it	

	would make sense to help each other.	
CF2 0SE P38	How do we see the People, Culture and Talent interventions discussed interacting with successes within our corporate Centres of Expertise, eg the UKRI Leadership Development programmes and EDI plan?	
CF2 0SE P40	Thank you for the answer to the question around travel of the [REDACTED] [REDACTED]. Can I ask why the person travelling with him went business class as well? I and others have had to long haul and go straight into meetings, can we claim health and wellbeing in this case?	
CF2 0SE P51	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	
CF2 0SE P56	what comms/training are UKRI providing to reviewers on how to use the R4RI? There	

	have been reviewers commenting that they just want to see people's publication list	
CF2 0SE P60	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	
CF2 0SE P69	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	
CF2 0SE P84	Are the effects of using narrative cvs on Ukri staff time/ processes	

	etc being measured and evaluated?	
CF2 0SE P85	we have been made aware of some EDI concerns from early career researchers completing the R4RI. Individuals who are neurodiverse or do not have english as their first language may find the narrative CV approach very overwhelming. Providing templates and more detailed guidance could help with this - have you recieved similar feedback or do you have any comments on this?	
CF2 0SE P86	Could narrative CVs potentially be rolled out for UKRI staff recruitment?	
CF2 0SE P89	Really enjoyed the reflections on R4RI from outside UKRI, especially in the context of national inclusion week, as they seem to provide a more inclusive way of getting your expertise and skills across. Would internal UKRI recruitment consider trialling narrative CVs in	

	a similar manner to Cambridge?	
CF2 0SE P94	Is there any difference between the way that neurodiverse people write R4RI vs non-neurodiverse people?	
CF2 0SE P97	<p>If P.I.s find narrative CVs less than useful and you are challenging them by saying that it might be a problem with 'their' cultural norms - how about reverse that. Just maybe it's a problem with this whole initiative that is trying to change the whole culture of CVs - one that on the whole appears to work. You don't appear to question the intrinsic worth of starting this venture or how to measure its benefits (if any. Also please curb your epic use of you acronyms, NCV, R4RI, RRL, AGU, ARRCjust a tiny fraction new to me thrown up in 20minsmindblowing.</p>	

CF2 0SE P98	Given the recent announcement by the Uk Gov about the lessening of the net zero plans will this impact UKRI in terms of our net zero commitments?	
CF2 0SE P13 1	We keep being told to come in the office to learn about TFS when this can be done online. With COVID rates increasing this is causing stress to many staff. Please can managers be reminded to think of individuals health?	
CF6 SEP 9	Why won't you share this data with the councils and the unions?	
CF6 SEP 20	Is the honda facility by swindon being used/involved in this study?	
CF6 SEP 42	You want to create a good experience for us, do you have any thoughts on what practical things you will do to help, underpaid, undervalued and desperate staff who can't pay their bills?	

CF6 SEP 61	How can IT help ESRC be fast and deliver their objectives securely?	
CF6 SEP 75	Can I ask [REDACTED], as a Social expert, do you think it is harmful that UKRI is treating staff so differently when they are doing the same job? Would in your opinion think this is bad for staff morale?	
CF6 SEP 107	Given dire and diminishing staff morale, combined with ever growing economic pressure, should we return to more frequent "pulse" surveys as we did during the pandemic, or is the outcome of that too obvious to make it worthwhile?	
CF6 SEP 136	Why was the [REDACTED] allowed to work overseas for the whole of August when colleagues are not allowed to work a single day outside the UK?	
CF2 3AU G17	What will grant processing staff roles look like when TFS is established and less processing work is required? Please could	

	work? I believe this is the responsibility of the company, not the employees, and given the stresses involved in the UKRI promotion process, I know of several people who have actively chosen not to go through it, even though they are performing at the level of a higher band.	
CF1 2JU L19	██████ - isn't the recruitment freeze due to the reality of the FTE cap? The operating model is separate to the FTE Cap? An operating model that requires more FTE is unlikely to change the FTE cap.	
CF1 2JU L31	Innovate UK needs more business facing Innovation Leads and customer support teams. Without frontline staff we cannot identify the needs of business.	
	There seem to be more people in central UKRI than the whole of the frontline staff. How can that be justified?	
CF1 2JU L38	Whats all this talk of discretionary time? Could you define this or	

	are you confusing it with people working above clocked hours?	
CF1 2JU L51	That's an insensitive message to people already in these 'science' roles (you're second-best, not that talented, but you were cheap)	
CF1 2JU L58	"Discretionary time" is just unpaid overtime. Overtime has to be pre-approved but this rarely comes into conversation with line managers, and sometimes it is can't be foreseen. What is being done to change this culture of unpaid work?	
CF1 2JU L65	if there is awareness of issues with resourcing/pressure on staff what are the measures being taken now to help staff? not clear to me what is being done now to deal with these but maybe i missed it from the answer.	

<p>CF1 2JU L77</p>	<p>Why is it that the organisation always asks for feedback on poor service, for example the recent message put out by [REDACTED] asking for evidence of poor service from HR, it would be nice to have also been asked to provide evidence of good service received instead of negativity which gives staff the impression the service from HR is not fit for purpose. When in fact it is usually isolated cases of negative people that tend to complain giving the impression things are not working!</p>	
<p>CF2 8JU N41</p>	<p>People are naturally worried about redundancies being an eventual outcome of the staff number reductions we're required to achieve. Has any consideration been given to options such as incentivised career break schemes (where staff are paid a modest sum to take a career break for a defined period) - this kind of thing can</p>	

	<p>achieve significant salary bill (and other ancillary cost) savings, while reducing staff numbers for a defined period. Could something like this be considered within UKRI if we're required to reduce staff numbers further?</p>	
CF1 4JU N1	<p>Please can managers be asked not to put any more pressure on grant support staff where there are vacancies or sick leave? Staff are loyal and want to help cover work, but please give them an option of saying no, as many are quietly struggling and suffering with stress whilst covering other roles but feel they can't say no because there is no-one else to do the work.</p>	
CF1 4JU N17	<p>Would anyone like to comment on question CF19APR82, or is all the wellbeing talk, just talk?</p>	
CF1 4JU N49	<p>Saying it is a significant challenge doesn't say much. It will bring forward OPEX problems, so the government hasn't</p>	

	given UKRI anything but a problem.	
CF1 4JU N63	In [REDACTED]'s response at 10.49 does he mean this will not change our current position?	
CF1 4JU N95	This is absolutely fantastic!!Thank you for sharing. To encourage young children, would you consider GCSC aged young adults for school visits ?	
CF1 4JU N14 1	Are we able to see figures on headcount and progress against our target?	
CF1 7MA Y11 1	If parts of UKRI have a culture of bullying and harrasment as [REDACTED] has implied, will the senior staff responsible for those areas be held accountable?	
CF1 9AP R65	IT will not save us from the cuts coming in OPEX, when will UKRI actually start helping people by reducing workload. My colleagues and I are sinking fast	
CF1 9AP R72	When will the headcount caps for the coming year be confirmed?	

CF1 9AP R76	How can we commit more resource to any team when we have to make a 17% reduction in staff costs?	
CF1 9AP R82	From continuous webinars we keep being told that you know what the pressures are, the last survey had nearly half of staff are stressed, yet nothing changes, just told of the utopia of the future. Some of us will go under before now - help us please - do something!	
CF1 9AP R93	when will the priorities happen as we are suffering now....not when you have thought about it more.....	
CF2 2MA R13 1	We are overworked now, how will losing more people help us, whether be natural wastage or redundancy? How much more do you want us to work with real term pay cuts?	