

From: [David Grant](#)
To: [Ottoline Leyser - UKRI](#)
Cc: [Andrew.Mackenzie](#) [REDACTED]
Subject: RE: [EXTERNAL] Re: UKRI Review, Interim Report to Ministers [PRIVATE]
Date: 01 February 2022 08:42:32

Dear Ottoline,

Very many thanks for your helpful note.
I will be pleased to discuss the points you mention.
Apologies for this brief message [REDACTED]

Best regards
David

From: Ottoline Leyser - UKRI
Sent: 01 February 2022 08:08
To: David Grant <[REDACTED]>
Cc: Andrew.Mackenzie [REDACTED]
Subject: [EXTERNAL] Re: UKRI Review, Interim Report to Ministers [PRIVATE]

CAUTION: This email originated from outside of NPL. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear David,

Many thanks for sending your interim report. Please rest assured it will not be shared further.

Your findings are substantively aligned with my own diagnosis and consequent action plan. As I have always hoped, your work will be of great value to Andrew and I as we work to ensure UKRI fully reaches its extraordinary potential.

There are a few areas where I would nuance things differently and I would value the opportunity to discuss those with you when convenient.

In the mean time, there is one point of detail worth noting for clarity. [REDACTED]

Thank you once again for all you work. It is very much appreciated and I look forward to the next phase.

Best wishes,

Ottoline

From: David Grant <[REDACTED]>

Date: Monday, 31 January 2022 at 14:24

To: Ottoline Leyser - UKRI <[REDACTED]>

Subject: UKRI Review, Interim Report to Ministers [PRIVATE]

Dear Ottoline,

I have attached a copy of the Interim Report that will be sent to Ministers on Wednesday. The report is a private document and we have been asked to restrict circulation at this point in time. I have been told that only you and Andrew are to see it at present. [REDACTED] has seen it.

The report sets out many of the findings to date, and will undoubtedly influence areas of focus for the Review as we consider further analysis and recommendations.

Obviously I'd welcome your thoughts and continuing advice.

Best regards

David

Visit the [NPL website](#) and find out how our cutting-edge measurement science has a positive impact in the real world



[Keep in touch](#)



[NPL Privacy Policy](#)

If you have received this message in error, please notify us and remove it from your system.

NPL Management Ltd cannot guarantee that the e-mail or any attachments are free from viruses.

NPL Management Ltd is a company registered in England and Wales, number: 2937881
Registered office: National Physical Laboratory | Hampton Road | Teddington,
Middlesex | UK | TW11 0LW

This email and any attachments are intended solely for the use of the named recipients. If you are not the intended recipient you must not use, disclose, copy or distribute this email or any of its attachments and should notify the sender immediately and delete this email from your system. UK Research and Innovation (UKRI) has taken every reasonable precaution to minimise risk of this email or any attachments containing viruses or malware but the recipient should carry out its own virus and malware checks before opening the attachments. UKRI does not accept any liability for any losses or damages which the recipient may sustain due to presence of any viruses.

From: [David Grant](#)
To: [UKRI Chair; Andrew.Mackenzie](#) [REDACTED]
Subject: RE: [EXTERNAL] RE: UKRI Review
Date: 04 February 2022 19:10:03
Attachments: [image001.png](#)
[image002.jpg](#)
[image003.jpg](#)

Thanks [REDACTED],

And thanks again for our meeting today. Some really thoughtful and helpful insights.

Best regards
David

From: UKRI Chair
Sent: 04 February 2022 19:07
To: Andrew.Mackenzie [REDACTED]; David Grant <[REDACTED]>
Cc: UKRI Chair <[REDACTED]>
Subject: [EXTERNAL] RE: UKRI Review

CAUTION: This email originated from outside of NPL. Do not click links or open attachments unless you recognize the sender and know the content is safe.

I will pick up with [REDACTED] and get something in diaries.

[REDACTED] to Sir Andrew Mackenzie, Chair, UK Research and Innovation |
[REDACTED] [or contact me on teams chat](#)



From: [Andrew.Mackenzie](#) [REDACTED] <[REDACTED]>
Sent: 04 February 2022 18:28
To: [david.grant](#) [REDACTED]
Cc: UKRI Chair <[REDACTED]>
Subject: Re: UKRI Review

David

I would like to do this very much. [REDACTED] will fix a time.

Andrew

On 4 Feb 2022, at 18:08, David Grant <[REDACTED]> wrote:

Think Secure. This email is from an external source.
Andrew,

I'd be grateful if you can find some time for a meeting with [REDACTED] and myself in the next week or two. Our objective will be receive your advice on how we can shape the on-going review work to best support your plans and priorities for changes in UKRI.

We are at a stage where - in my mind at least - there are two linked but distinct workstreams for the Review. There is a public document, but there is also a confidential dialogue with yourself (and those you wish to include). [REDACTED]

[REDACTED]

Best regards
David

Visit the [NPL website](#) and find out how our cutting-edge measurement science has a positive impact in the real world



[Keep in touch](#)



[NPL Privacy Policy](#)

If you have received this message in error, please notify us and remove it from your system.
NPL Management Ltd cannot guarantee that the e-mail or any attachments are free from viruses.

NPL Management Ltd is a company registered in England and Wales, number: 2937881
Registered office: National Physical Laboratory | Hampton Road | Teddington, Middlesex | UK | TW11 0LW

This email and any attachments are intended solely for the use of the named recipients. If you are not the intended recipient you must not use, disclose, copy or distribute this email or any of its attachments and should notify the sender immediately and delete this email from your system. UK Research and Innovation (UKRI) has taken every reasonable precaution to minimise risk of this email or any attachments containing viruses or malware but the recipient should carry out its own virus and malware checks before opening the attachments. UKRI does not accept any liability for any losses or damages which the recipient may sustain due to presence of any viruses.

From: [David Grant](#)
To: [andrew.mackenzie](#); [Ottoline Leyser - UKRI](#)
Cc: (BEIS); (Science, Research & Innovation)
Subject: UKRI Review - Interim Report
Date: 24 February 2022 16:54:11

Dear Ottoline and Andrew,

During my meeting with Minister Freeman earlier this afternoon, he agreed to our proposal that the Interim Report is made available to all Ex Co members, in addition to UKRI Board members. We will ask to arrange this and to ensure that circulation is controlled.

Best regards

David

Visit the [NPL website](#) and find out how our cutting-edge measurement science has a positive impact in the real world



[Keep in touch](#)



[NPL Privacy Policy](#)

If you have received this message in error, please notify us and remove it from your system.

NPL Management Ltd cannot guarantee that the e-mail or any attachments are free from viruses.

NPL Management Ltd is a company registered in England and Wales, number: 2937881
Registered office: National Physical Laboratory | Hampton Road | Teddington,
Middlesex | UK | TW11 0LW

From: [Andrew.Mackenzie](#) [REDACTED]
To: [Ottoline Leyser - UKRI](#); [UKRI CEO](#)
Subject: Fwd: UKRI Review.
Date: 04 March 2022 12:31:35

FYI

Begin forwarded message:

From: David Grant <[REDACTED]>
Date: 4 March 2022 at 11:38:58 GMT
To: "Mackenzie, Andrew SI-LSC" <[REDACTED]>
Subject: UKRI Review.

Think Secure. This email is from an external source.

Andrew,

Have you spent time with [REDACTED] of UKSBS?

We spent a while with him yesterday [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Best regards

David

Visit the [NPL website](#) and find out how our cutting-edge measurement science has a positive impact in the real world



[Keep in touch](#)



[NPL Privacy Policy](#)

If you have received this message in error, please notify us and remove it from your system.

NPL Management Ltd cannot guarantee that the e-mail or any attachments are free from viruses.

NPL Management Ltd is a company registered in England and Wales, number: 2937881

Registered office: National Physical Laboratory | Hampton Road | Teddington, Middlesex | UK | TW11 0LW

From: [Andrew.Mackenzie](#) [REDACTED]
To: [Ottoline Leyser - UKRI](#)
Subject: Fwd: UKRI Review - Advisors
Date: 21 March 2022 11:41:36

Ottoline:

I leave you to critique, [REDACTED]
[REDACTED]
[REDACTED]. Happy to weigh-in as required.

Andrew

Begin forwarded message:

From: David Grant <[REDACTED]>
Date: 21 March 2022 at 12:36:51 CET
To: Ottoline Leyser - UKRI <[REDACTED]>, "Mackenzie,
Andrew SI-LSC" <[REDACTED]>
Cc: davidgrant [REDACTED]
Subject: UKRI Review - Advisors

Think Secure. This email is from an external source.

Dear Ottoline and Andrew,

Leaders of reviews often have a small number of people they can consult to gain advice as the work progresses towards recommendations. I note that Paul Nurse has a list of twenty.

[REDACTED]
[REDACTED], we have not created such a group yet and will not do so until I have your agreement. Discussions with [REDACTED] suggest that any additional advice should be directed to me and preferably not used as a group/committee. For transparency, of course, we would publish their names.

We have reached a stage as we begin to formulate recommendations where I would like to consult with a small number of advisors. I have seven names in mind, and I will appreciate your thoughts or further name suggestions. [REDACTED]
[REDACTED]

My draft ToR for the Advisors is here:

Advisors are key experts and stakeholders with leadership experience of research and innovation. They bring diverse representation to the work of the Review.

Advisors will help assess the findings of the Review and will advise the independent leader of the review, Sir David Grant, on further work and recommendations.

All information shared and discussed with advisors will be treated in strict confidence and is classed as OFFICIAL. Information and discussions may address system level issues, processes and organisation, within the Review terms of reference, and will not address the work of specific individuals.

My preliminary list of seven is:

[REDACTED]

I will appreciate your thoughts and further advice

Best regards

David

[REDACTED]
[REDACTED]

With best wishes and looking forward to lunch on Friday,

Ottoline

From: David Grant <[REDACTED]>
Date: Monday, 21 March 2022 at 11:36
To: Ottoline Leyser - UKRI <[REDACTED]>,
"Andrew.Mackenzie [REDACTED]" <[REDACTED]>
Cc: "davidgrant [REDACTED]" <davidgrant [REDACTED]>
Subject: UKRI Review - Advisors

Dear Ottoline and Andrew,

Leaders of reviews often have a small number of people they can consult to gain advice as the work progresses towards recommendations. I note that Paul Nurse has a list of twenty.

[REDACTED]
[REDACTED], we have not created such a group yet and will not do so until I have your agreement. Discussions with [REDACTED] suggest that any additional advice should be directed to me and preferably not used as a group/committee. For transparency, of course, we would publish their names.

We have reached a stage as we begin to formulate recommendations where I would like to consult with a small number of advisors. I have seven names in mind, and I will appreciate your thoughts or further name suggestions. [REDACTED]
[REDACTED]

My draft ToR for the Advisors is here:

Advisors are key experts and stakeholders with leadership experience of research and innovation. They bring diverse representation to the work of the Review.

Advisors will help assess the findings of the Review and will advise the independent leader of the review, Sir David Grant, on further work and recommendations.

All information shared and discussed with advisors will be treated in strict confidence and is classed as OFFICIAL. Information and discussions may address system level issues, processes and organisation, within the Review terms of reference, and will not address the work of specific individuals.

My preliminary list of seven is:

[REDACTED]
[REDACTED]

I will appreciate your thoughts and further advice
Best regards
David

This email and any attachments are intended solely for the use of the named recipients. If you are not the intended recipient you must not use, disclose, copy or distribute this email or any of its attachments and should notify the sender immediately and delete this email from your system. UK Research and Innovation (UKRI) has taken every reasonable precaution to minimise risk of this email or any attachments containing viruses or malware but the recipient should carry out its own virus and malware checks before opening the attachments. UKRI does not accept any liability for any losses or damages which the recipient may sustain due to presence of any viruses.

From: [Ottoline Leyser - UKRI](#)
To: [Andrew.Mackenzie](#) [REDACTED]
Subject: Re: Draft UKRI Review
Date: 13 April 2022 10:03:40

Dear Andrew,

Many thanks for this.

I do have some quite significant concerns about how some of it will be read by some of our audiences, and I hope we might be able to change the language a bit. The core messages I agree with, [REDACTED] I will get back to you with details this evening.

Best wishes,

Ottoline

From: "Andrew.Mackenzie [REDACTED]" <[REDACTED]>
Date: Tuesday, 12 April 2022 at 17:26
To: Ottoline Leyser - UKRI <[REDACTED]>
Subject: Re: Draft UKRI Review

Ottoline

I found his report fine. No changes from me. If you cc me on your comments I will add my thanks and commitment to act on behalf of board.

Andrew

On 12 Apr 2022, at 17:08, Ottoline Leyser - UKRI <[REDACTED]> wrote:

Think Secure. This email is from an external source.

Dear David,

Thank you so much for your excellent presentation to Executive Committee. As you set out so clearly, we have major challenges to address as an organisation, which will allow us to realise the extraordinary opportunities we have to harness the full power of research and innovation in the UK.

I deeply appreciate you sharing the draft of your review at this stage. I will read it with great interest and get back to you!

Best wishes,

Ottoline

From: David Grant <[REDACTED]>
Date: Tuesday, 12 April 2022 at 14:39
To: Ottoline Leyser - UKRI <[REDACTED]>,
"andrew.mackenzie [REDACTED]" <[REDACTED]>
Subject: Draft UKRI Review

Dear Ottoline and Andrew,

I have attached a very early draft of the Review document. It follows the format of the earlier interim report. As this new draft is destined to become a public document we have added sections about the achievements of UKRI - and can probably add more. Most recommendations flow from the earlier report and will be no surprise to you, but I suspect we will have to modify the text in a number of cases. You will see that we have removed a number of topics or statements we believe inappropriate in a public document.

I am sending this to you before it has been seen by anyone in BEIS (other than my secretariat of [REDACTED] and [REDACTED]). I believe it will be seen by others in BEIS ([REDACTED]) next week.

Please let me know if there are any immediate concerns or gaps or errors. I welcome all comments.

Best regards
David

Visit the [NPL website](#) and find out how our cutting-edge measurement science has a positive impact in the real world



[Keep in touch](#)



[NPL Privacy Policy](#)

If you have received this message in error, please notify us and remove it from your system.
NPL Management Ltd cannot guarantee that the e-mail or any attachments are free from viruses.

NPL Management Ltd is a company registered in England and Wales, number: 2937881
Registered office: National Physical Laboratory | Hampton Road | Teddington, Middlesex | UK | TW11 0LW

From: [Ottoline Leyser - UKRI](#)
To: [Andrew.Mackenzie](#) [REDACTED]
Subject: Re: Draft UKRI Review
Date: 14 April 2022 09:41:41

Thank you!

BW

Ottoline

From: "Andrew.Mackenzie [REDACTED]" <[REDACTED]>
Date: Thursday, 14 April 2022 at 08:49
To: Ottoline Leyser - UKRI <[REDACTED]>
Subject: RE: Draft UKRI Review

Dear Ottoline

This is good. A couple of suggestions.

1. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
2. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

If you cc me. I will add my and the board's commitment to make good on his proposals and my endorsement of your email. I will also ask him for a short summary on what would be his conditions for satisfaction a year's hence. [REDACTED]
[REDACTED]

Andrew

From: Ottoline Leyser - UKRI <[REDACTED]>
Sent: 13 April 2022 23:35
To: Mackenzie, Andrew SI-LSC <[REDACTED]>
Subject: Re: Draft UKRI Review

Think Secure. This email is from an external source.
Dear Andrew,

Here is the email I am proposing to send to David. Do please let me know what you think.

[Redacted]

With best wishes,

Ottoline

Dear David,

Thank you so much for sharing the draft of the public version of your report. Your report, along with any more private detail you are able to provide, will be hugely helpful to us on the path to realising UKRI's potential. I think the core messages are exactly right and very much align with my own and with how I am trying to lead the organisation.

I appreciate very much your giving me the opportunity to feedback any immediate concerns, and in the spirit of us both working to improve UKRI's operations, maximise its impact and ultimately deliver for the UK, I would like to set out three high level points here.

This report will become a public document, and will be referred to by many audiences. It will also no doubt also be poured over by many of our employees. [Redacted]

[Redacted]

As you know, I completely agree with the findings in the **staff and headcount** section, and we are developing a new operating model exactly along the lines you suggest to drive the efficient delivery of our Strategy. [Redacted]

[Redacted]

[Redacted]

[Redacted]

I have asked [Redacted] and the team to feedback with any smaller points where there are errors or gaps and we will continue to work alongside you to finalise the report and help ensure it lands well with all audiences.

Thank you again so much for the opportunity to comment.

Best wishes,

Ottoline

From: "[Andrew.Mackenzie \[Redacted\]](#)" <[Redacted]>
Date: Tuesday, 12 April 2022 at 17:26
To: Ottoline Leyser - UKRI <[Redacted]>
Subject: Re: Draft UKRI Review

Ottoline

I found his report fine. No changes from me. If you cc me on your comments I will add my thanks and commitment to act on behalf of board.

Andrew

On 12 Apr 2022, at 17:08, Ottoline Leyser - UKRI <[Redacted]> wrote:

Think Secure. This email is from an external source.
Dear David,

Thank you so much for your excellent presentation to Executive Committee. As you

set out so clearly, we have major challenges to address as an organisation, which will allow us to realise the extraordinary opportunities we have to harness the full power of research and innovation in the UK.

I deeply appreciate you sharing the draft of your review at this stage. I will read it with great interest and get back to you!

Best wishes,

Ottoline

From: David Grant <[REDACTED]>
Date: Tuesday, 12 April 2022 at 14:39
To: Ottoline Leyser - UKRI <[REDACTED]>, "[andrew.mackenzie](mailto:andrew.mackenzie@[REDACTED])" <[REDACTED]>
Subject: Draft UKRI Review

Dear Ottoline and Andrew,

I have attached a very early draft of the Review document. It follows the format of the earlier interim report. As this new draft is destined to become a public document we have added sections about the achievements of UKRI - and can probably add more. Most recommendations flow from the earlier report and will be no surprise to you, but I suspect we will have to modify the text in a number of cases. You will see that we have removed a number of topics or statements we believe inappropriate in a public document.

I am sending this to you before it has been seen by anyone in BEIS (other than my secretariat of [REDACTED] and [REDACTED]). I believe it will be seen by others in BEIS ([REDACTED]) next week.

Please let me know if there are any immediate concerns or gaps or errors. I welcome all comments.

Best regards
David

Visit the [NPL website](#) and find out how our cutting-edge measurement science has a positive impact in the real world



[Keep in touch](#)



[NPL Privacy Policy](#)

From: [David Grant](#)
To: [Andrew.Mackenzie](#); [Ottoline Leyser - UKRI](#)
Subject: RE: [EXTERNAL] Re: Draft UKRI Review
Date: 14 April 2022 16:16:38

Many thanks Andrew,

I will be very pleased to help with the development of milestones, and happy to hold a meeting after Easter. London, Teddington ... wherever is most convenient.

Enjoy your Easter too.

Best regards

David

From: Andrew.Mackenzie
Sent: 14 April 2022 16:07
To: David Grant <>;
Subject: RE: [EXTERNAL] Re: Draft UKRI Review

Dear David

Thank you for your draft. It reads well. I agree with your and Ottoline's suggestions of changes to maximise ownership by our diverse communities – to make sure we implement your recommendations as fast as we can.

The Board and I are committed to work with Ottoline and her team to achieve this. We have stood up a sub-committee under the chair of to oversee and offer advice to Ottoline and her team on the process. Although is developing KPIs to monitor progress, and I am sure you and I will talk soon and in the interim, I would be interested in your views on key milestones we should pass a year from now – which you, Ottoline and I could review then. If this idea makes sense, perhaps we could discuss it in a meeting after Easter?

Meantime, many thanks for all you have helped UKRI with; and I wish you a Happy Easter.

Yours ever

Andrew

From: David Grant <>
Sent: 14 April 2022 11:15
To: Ottoline Leyser - UKRI <>; Mackenzie, Andrew SI-LSC
<[Andrew.Mackenzie](#)>
Subject: RE: [EXTERNAL] Re: Draft UKRI Review

Think Secure. This email is from an external source.

Many thanks Ottoline,

This is very helpful and very timely feedback, and I understand and agree with the points you make. I also welcome inputs from [REDACTED] as we continue the journey to make this a document with recommendations that help UKRI achieve even greater benefits for the UK.

I hope you have nice Easter break
Best regards
David

From: Ottoline Leyser - UKRI
Sent: 14 April 2022 09:39
To: David Grant <[REDACTED]>; [andrew.mackenzie@\[REDACTED\]](mailto:andrew.mackenzie@[REDACTED])
Subject: [EXTERNAL] Re: Draft UKRI Review

CAUTION: This email originated from outside of NPL. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear David,

Thank you so much for sharing the draft of the public version of your report. I really welcome your recommendations. I think the core messages are exactly right and very much align with how I am trying to lead the organisation to maximise its impact and to deliver for the UK.

Your report, along with any more private detail you are able to provide, will be hugely helpful to us on the path to realising UKRI's potential. To maximise my chances of rapid and effective implementation of your recommendations, it is very important your report enrolls all of the relevant communities in what you propose. With that aim, I would like to provide three high level points concerning the messaging to key audience for the report.

This report will become a public document, and will be referred to by many audiences. It will also no doubt also be poured over by many of our employees. [REDACTED]

[REDACTED]

As you know, I completely agree with the findings in the **staff and headcount** section, and we are developing the new operating model exactly along the lines you suggest to drive the efficient delivery of our Strategy. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

I have asked [REDACTED] and the team to feedback with any smaller points where there are ambiguities or gaps and we are keen to continue to work alongside you to finalise the report and help ensure it lands well with all audiences.

Thank you so much for the opportunity to comment on your report. I am deeply grateful for all the work you and the team have put in to reach this point. UKRI has a major role to play in capturing the full benefits of research and innovation for the UK and your review is key to helping Andrew and I drive up UKRI's efficiency and effectiveness to realise its potential. I hope that we can stay in touch after the report is published so that we can continue to benefit from your advice and counsel.

Best wishes,

Ottoline

From: David Grant <[REDACTED]>
Date: Tuesday, 12 April 2022 at 14:39
To: Ottoline Leyser - UKRI <[REDACTED]>, "[andrew.mackenzie](mailto:andrew.mackenzie@[REDACTED])" <[REDACTED]>
Subject: Draft UKRI Review

Dear Ottoline and Andrew,

I have attached a very early draft of the Review document. It follows the format of the earlier

interim report. As this new draft is destined to become a public document we have added sections about the achievements of UKRI - and can probably add more. Most recommendations flow from the earlier report and will be no surprise to you, but I suspect we will have to modify the text in a number of cases. You will see that we have removed a number of topics or statements we believe inappropriate in a public document.

I am sending this to you before it has been seen by anyone in BEIS (other than my secretariat of [REDACTED] and [REDACTED]). I believe it will be seen by others in BEIS ([REDACTED]) next week.

Please let me know if there are any immediate concerns or gaps or errors. I welcome all comments.

Best regards
David

Visit the [NPL website](#) and find out how our cutting-edge measurement science has a positive impact in the real world



[Keep in touch](#)

[NPL Privacy Policy](#)

If you have received this message in error, please notify us and remove it from your system.

NPL Management Ltd cannot guarantee that the e-mail or any attachments are free from viruses.

NPL Management Ltd is a company registered in England and Wales, number: 2937881
Registered office: National Physical Laboratory | Hampton Road | Teddington,
Middlesex | UK | TW11 0LW

This email and any attachments are intended solely for the use of the named recipients. If you are not the intended recipient you must not use, disclose, copy or distribute this email or any of its attachments and should notify the sender immediately and delete this email from your system. UK Research and Innovation (UKRI) has taken every reasonable precaution to minimise risk of this email or any attachments containing viruses or malware but the recipient should carry out its own virus and malware checks before opening the attachments. UKRI does not accept any liability for any losses or damages which the recipient may sustain due to presence of any viruses.

[REDACTED]
[REDACTED]
[REDACTED]

I look forward to our discussion tomorrow when I can add more colour.

Yours ever

Andrew

From: David Grant <[REDACTED]>

Sent: 03 May 2022 21:21

To: Mackenzie, Andrew SI-LSC <[REDACTED]>; Ottoline Leyser - UKRI <[REDACTED]>

Subject: My introduction to the UKRI Review

Think Secure. This email is from an external source.

Dear Ottoline and Andrew,

The objective of this message is to give you an update on progress and a copy of my draft introduction page to the review document.

The main review document has received helpful comments from a number of reviewers including yourselves of course. In a discussion with [REDACTED] this afternoon we debated a more direct recommendation regarding ministerial appointments. What I would like to propose is removal of ministerial approval for Exec Chair appointments [REDACTED]. [REDACTED] has gone away to think about it, but I do feel that the opportunity to change this process should be taken.

The initial draft has been seen by all ten advisors, and the feedback to date has been helpful and supportive.

We are hoping to produce a revised draft early next week and will pass it to you.

Meanwhile I'd welcome your opinions and advice regarding my introductory page to the review.

Best regards

David

Visit the [NPL website](#) and find out how our cutting-edge measurement science has a positive impact in the real world



[Keep in touch](#)



[NPL Privacy Policy](#)

If you have received this message in error, please notify us and remove it from your system.

NPL Management Ltd cannot guarantee that the e-mail or any attachments are free

[REDACTED]

- “The relationship between R&D policy and delivery should be made more explicit and UKRI’s role as a delivery organisation should be explicitly set out.”

[REDACTED]

- “UKRI should move towards more timely publication of operational and spend data and set out how it intends to respond to the organisational objectives set out in the levelling up white paper.”

[REDACTED]

[REDACTED]

Do you think I should feed these back to David? I am not sure what the fate of this table is.

Best wishes

Ottoline

From: "Andrew.Mackenzie [REDACTED]" <[REDACTED]>
Date: Saturday, 7 May 2022 at 11:24
To: Ottoline Leyser - UKRI <[REDACTED]>
Cc: UKRI Chair <[REDACTED]>, UKRI CEO <[REDACTED]>
Subject: RE: [EXTERNAL] RE: My introduction to the UKRI Review

No issues with [REDACTED] – some suggestions on our Commercialisation discussion which I found useful. Will cover when we see each other in Edinburgh.

From: Mackenzie, Andrew SI-LSC
Sent: 07 May 2022 10:51
To: Ottoline Leyser - UKRI <[REDACTED]>

Cc: UKRI Chair <[REDACTED]>; UKRI CEO <[REDACTED]>
Subject: RE: [EXTERNAL] RE: My introduction to the UKRI Review

Ottoline

Just a thought: I assume [REDACTED] has seen this as it helps with timelines of implementation. I am also talking to [REDACTED] on Monday [REDACTED] and it might help if she also has seen it.

Your call.

I am about to call [REDACTED] for his inputs on Board papers. Will let you know.

Andrew

From: David Grant <[REDACTED]>
Sent: 04 May 2022 12:05
To: Ottoline Leyser - UKRI <[REDACTED]>
Cc: Mackenzie, Andrew SI-LSC <[REDACTED]>
Subject: FW: [EXTERNAL] RE: My introduction to the UKRI Review

Think Secure. This email is from an external source.

Apologies but I forgot to cc

David

From: David Grant
Sent: 04 May 2022 12:04
To: [Andrew.Mackenzie](#) [REDACTED]
Subject: RE: [EXTERNAL] RE: My introduction to the UKRI Review

Many thanks Andrew,

Great comments that we can pick up again tomorrow.

Also relevant to tomorrow's discussion is a draft document (not for publication) that was triggered by your question a few weeks ago regarding milestones and measures that will help the UKRI Board assess if adequate progress is being made against the review recommendations. This is very much a work in progress, but hopefully you will find it helpful.

Best regards

David

From: [Andrew.Mackenzie](#) [REDACTED]
Sent: 04 May 2022 10:15
To: David Grant <[REDACTED]>; [Ottoline.Leyser](#) [REDACTED]
Cc: [REDACTED]; [ceo](#) [REDACTED]
Subject: [EXTERNAL] RE: My introduction to the UKRI Review

CAUTION: This email originated from outside of NPL. Do not click links or open attachments unless you recognize the sender and know the content is safe.

David

I am very happy with both your introduction and all you propose wrt the appointments. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

I look forward to our discussion tomorrow when I can add more colour.

Yours ever

Andrew

From: David Grant <[REDACTED]>

Sent: 03 May 2022 21:21

To: Mackenzie, Andrew SI-LSC <[REDACTED]>; Ottoline Leyser - UKRI <[REDACTED]>

Subject: My introduction to the UKRI Review

Think Secure. This email is from an external source.

Dear Ottoline and Andrew,

The objective of this message is to give you an update on progress and a copy of my draft introduction page to the review document.

The main review document has received helpful comments from a number of reviewers including yourselves of course. In a discussion with [REDACTED] this afternoon we debated a more direct recommendation regarding ministerial appointments. What I would like to propose is removal of ministerial approval for Exec Chair appointments [REDACTED]. [REDACTED] has gone away to think about it, but I do feel that the opportunity to change this process should be taken.

The initial draft has been seen by all ten advisors, and the feedback to date has been helpful and supportive.

We are hoping to produce a revised draft early next week and will pass it to you.

Meanwhile I'd welcome your opinions and advice regarding my introductory page to the review.

Best regards
David

Visit the [NPL website](#) and find out how our cutting-edge measurement science has a positive impact in the real world



[Keep in touch](#)

[NPL Privacy Policy](#)

If you have received this message in error, please notify us and remove it from your system.

NPL Management Ltd cannot guarantee that the e-mail or any attachments are free from viruses.

NPL Management Ltd is a company registered in England and Wales, number: 2937881
Registered office: National Physical Laboratory | Hampton Road | Teddington,
Middlesex | UK | TW11 0LW

From: [Ottoline Leyser - UKRI](#)
To: [Andrew.Mackenzie](#) [REDACTED]
Cc: [UKRI Chair](#); [UKRI CEO](#)
Subject: Re: [EXTERNAL] RE: My introduction to the UKRI Review
Date: 08 May 2022 12:50:19

I think this is an excellent plan. Many thanks.

Ottoline

From: "Andrew.Mackenzie [REDACTED]" <[REDACTED]>
Date: Sunday, 8 May 2022 at 12:40
To: Ottoline Leyser - UKRI <[REDACTED]>
Cc: UKRI Chair <[REDACTED]>, UKRI CEO <[REDACTED]>
Subject: RE: [EXTERNAL] RE: My introduction to the UKRI Review

Ottoline

No need to offer feedback at this stage. [REDACTED]
[REDACTED]
[REDACTED]

I suggest we use David's table as ideas for the metrics and timetable [REDACTED] has to develop; and for the Ministerial Priorities work and the UKRI Board performance management process. We can discuss this in Edinburgh at the board in [REDACTED]'s session and the Performance Management section. Once we have decided what to do either you or I or both can write to David to describe how we have used his ideas and to let him know which parts we have not used and why – following your logic below.

Andrew

From: Ottoline Leyser - UKRI <[REDACTED]>
Sent: 08 May 2022 09:53
To: Mackenzie, Andrew SI-LSC <[REDACTED]>
Cc: UKRI Chair <[REDACTED]>; UKRI CEO <[REDACTED]>
Subject: Re: [EXTERNAL] RE: My introduction to the UKRI Review

Think Secure. This email is from an external source.

Dear Andrew,

Many thanks for this, and for the very interesting articles.

I was travelling last week and have only just caught up properly with David's table. I am not sure if [REDACTED] has it, and will send it on to him.

Are we being asked for feedback on it? If so, mine would be:

[REDACTED]
[REDACTED]

[Redacted]

- “In delivering its efficiency plans and developing its target operating model, UKRI should clarify the roles and responsibilities between the corporate centre and the councils. This process should ask if the appropriate functions are centralised or devolved [Redacted]

[Redacted]

[Redacted]

- “The relationship between R&D policy and delivery should be made more explicit and UKRI’s role as a delivery organisation should be explicitly set out.”

[Redacted]

- “UKRI should move towards more timely publication of operational and spend data and set out how it intends to respond to the organisational objectives set out in the levelling up white paper.”

[Redacted]

[Redacted]

Do you think I should feed these back to David? I am not sure what the fate of this table is.

Best wishes

Ottoline

From: "Andrew.Mackenzie [REDACTED]" <[REDACTED]>

Date: Saturday, 7 May 2022 at 11:24

To: Ottoline Leyser - UKRI <[REDACTED]>

Cc: UKRI Chair <[REDACTED]>, UKRI CEO <[REDACTED]>

Subject: RE: [EXTERNAL] RE: My introduction to the UKRI Review

No issues with [REDACTED] – some suggestions on our Commercialisation discussion which I found useful. Will cover when we see each other in Edinburgh.

From: Mackenzie, Andrew SI-LSC

Sent: 07 May 2022 10:51

To: Ottoline Leyser - UKRI <[REDACTED]>

Cc: UKRI Chair <[REDACTED]>; UKRI CEO <[REDACTED]>

Subject: RE: [EXTERNAL] RE: My introduction to the UKRI Review

Ottoline

Just a thought: I assume [REDACTED] has seen this as it helps with timelines of implementation. I am also talking to [REDACTED] on Monday [REDACTED] and it might help if she also has seen it.

Your call.

I am about to call [REDACTED] for his inputs on Board papers. Will let you know.

Andrew

From: David Grant <[REDACTED]>

Sent: 04 May 2022 12:05

To: Ottoline Leyser - UKRI <[REDACTED]>

Cc: Mackenzie, Andrew SI-LSC <[REDACTED]>

Subject: FW: [EXTERNAL] RE: My introduction to the UKRI Review

Think Secure. This email is from an external source.

Apologies but I forgot to cc

David

From: David Grant

Sent: 04 May 2022 12:04

To: Andrew.Mackenzie [REDACTED]

Subject: RE: [EXTERNAL] RE: My introduction to the UKRI Review

Many thanks Andrew,

Great comments that we can pick up again tomorrow.

[REDACTED]
[REDACTED]

I look forward to our discussion tomorrow when I can add more colour.

Yours ever

Andrew

From: David Grant <[REDACTED]>

Sent: 03 May 2022 21:21

To: Mackenzie, Andrew SI-LSC <[REDACTED]>; Ottoline Leyser - UKRI <[REDACTED]>

Subject: My introduction to the UKRI Review

Think Secure. This email is from an external source.

Dear Ottoline and Andrew,

The objective of this message is to give you an update on progress and a copy of my draft introduction page to the review document.

The main review document has received helpful comments from a number of reviewers including yourselves of course. In a discussion with [REDACTED] this afternoon we debated a more direct recommendation regarding ministerial appointments. What I would like to propose is removal of ministerial approval for Exec Chair appointments [REDACTED]. [REDACTED] has gone away to think about it, but I do feel that the opportunity to change this process should be taken.

The initial draft has been seen by all ten advisors, and the feedback to date has been helpful and supportive.

We are hoping to produce a revised draft early next week and will pass it to you.

Meanwhile I'd welcome your opinions and advice regarding my introductory page to the review.

Best regards

David

Visit the [NPL website](#) and find out how our cutting-edge measurement science has a positive impact in the real world



[Keep in touch](#)

[NPL Privacy Policy](#)

If you have received this message in error, please notify us and remove it from your system.

NPL Management Ltd cannot guarantee that the e-mail or any attachments are free from viruses.

From: [Ottoline Leyser - UKRI](#)
To: [Andrew.Mackenzie](#) [REDACTED]
Subject: Re: UKRI Review - latest draft
Date: 13 May 2022 16:46:48

Will do.

BW

Ottoline

From: "Andrew.Mackenzie [REDACTED]" <[REDACTED]>
Date: Friday, 13 May 2022 at 16:28
To: Ottoline Leyser - UKRI <[REDACTED]>
Cc: UKRI Chair <[REDACTED]>
Subject: RE: UKRI Review - latest draft

Ottoline – I will leave you and [REDACTED] to handle.

Andrew

From: David Grant <[REDACTED]>
Sent: 12 May 2022 19:26
To: Ottoline Leyser - UKRI <[REDACTED]>; Mackenzie, Andrew SI-LSC <[REDACTED]>
Subject: UKRI Review - latest draft

Think Secure. This email is from an external source.

Dear Ottoline and Andrew,

I have enclosed a copy of the latest draft of the review. It has not yet been reviewed by ministers / SpAd and we expect this begin next week. Compared with the first draft, we have incorporated many suggestions from UKRI, BEIS and our advisors. The recommendations are largely unchanged.

As with the first draft, I'm happy to receive comments.
I believe a copy is being sent to [REDACTED].

Best regards

David

Visit the [NPL website](#) and find out how our cutting-edge measurement science has a positive impact in the real world



[Keep in touch](#)

[NPL Privacy Policy](#)

If you have received this message in error, please notify us and remove it from your

From: [Andrew.Mackenzie](#) [REDACTED]
To: [david.grant](#) [REDACTED]
Cc: [Ottoline Leyser - UKRI; UKRI Chair](#)
Subject: RE: [EXTERNAL] Re: UKRI Review - latest draft
Date: 19 May 2022 16:48:24

Dear David

Thank you very much for sharing the latest version of the report along with the table of milestones. I really appreciate your correspondence with Ottoline on this and the draft report. Ottoline and I are very excited that your review will help empower UKRI to focus on the change that will have the most impact on our ability to deliver for the UK as a whole.

I shared your notes with the rest of the Board over dinner last week and they were similarly enthusiastic to get stuck in. [REDACTED]

We have made progress on the digital procurement process as a result of your inputs, and on the Board committee: the newly christened 'Organisation Change Committee' had its first meeting on the 11th May. [REDACTED]

We are also in action on Board effectiveness and the relationships with councils' Councils. [REDACTED] I am hosting a key workshop for Executive Chairs, councils' Councils Special Independent Members (SIMs), Ottoline and myself next month. I consider this leadership group crucial to the ongoing transformation and future plans to ensure UKRI realises its full potential for research and innovation both in the UK and globally.

Thank you again for the role you have played and for your ongoing insight: I look forward to discussing this again with the board and yourself in a year to get your impressions on our progress.

Yours ever

Andrew

From: Ottoline Leyser - UKRI <[REDACTED]>
Sent: 18 May 2022 23:30
To: David Grant <[REDACTED]>
Cc: Mackenzie, Andrew SI-LSC <[REDACTED]>

Subject: Re: [EXTERNAL] Re: UKRI Review - latest draft

Think Secure. This email is from an external source.

Dear David,

Many thanks for this. [REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Thank you again for all your help!

Best wishes,

Ottoline

From: David Grant <[REDACTED]>
Date: Wednesday, 18 May 2022 at 20:50
To: Ottoline Leyser - UKRI <[REDACTED]>
Cc: "[Andrew.Mackenzie](#)" <[REDACTED]>
Subject: RE: [EXTERNAL] Re: UKRI Review - latest draft

Dear Ottoline,

Many thanks for your note, further to which [REDACTED] and I have been in a related discussion with [REDACTED].

Regarding specifically your comment [REDACTED] we have modified the text - recognising the point you make. [REDACTED]

[REDACTED] We are scheduling a meeting with [REDACTED] - hopefully Friday or next Monday - to discuss [REDACTED]. [REDACTED] and I suspect that [REDACTED] but the meeting with [REDACTED] should help us ensure that the review makes accurate comparisons.

I had a helpful conversation with [REDACTED] on Monday to obtain an update on [REDACTED]. I note that [REDACTED] raised related questions in relation to the wording of our recommendation on

this matter. In summary, I don't think my recommendation has been phrased well enough, and we will modify the words.

Just to be clear, I feel that there is a need for a Chief Information Officer, and unfortunately our earlier draft used the expression information/technology. However, whether this is a CIO or some other title is a UKRI decision, [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Best regards
David

From: Ottoline Leyser - UKRI
Sent: 17 May 2022 21:45
To: David Grant <[REDACTED]>
Cc: [Andrew.Mackenzie](#) [REDACTED]
Subject: [EXTERNAL] Re: UKRI Review - latest draft

CAUTION: This email originated from outside of NPL. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear David,

Thank you so much for sharing the updated draft of your report and providing an opportunity to feed back before it is shared with ministers. I am very grateful for your ongoing collaborative approach and for your support ensuring UKRI reaches its full potential.

As we have already discussed, I really welcome your recommendations. The core messages of the report remain exactly right and very much align with how I am trying to lead the organisation to maximise its impact and to deliver for the UK. How those messages are conveyed is critical to ensuring they land to the best possible effect with our communities and crucially, our employees. Striking the right balance will help me to drive the implementation of your recommendations with maximum efficiency.

[REDACTED]

Crucially, in delivering an effective and efficient organisation, we need to continue to help people to think of themselves as part of the whole, delivering both the individual work of the councils and the collective mission of UKRI. We will be launching new cross-UKRI programmes over the coming months, involving collective working across the councils, with council staff often delivering for the whole of UKRI. This will blur further the distinction between central and council teams.

[REDACTED] will be in touch with the team on a small number of specific points that we would like to fact check with you and the team.

I wish you all the best with the next stages of ministerial engagement and please do let me know if I can help as you move towards publication.

Thank you again for your counsel and your insight.

Best wishes,

Ottoline

From: David Grant <[REDACTED]>
Date: Thursday, 12 May 2022 at 19:26
To: Ottoline Leyser - UKRI <[REDACTED]>,
"andrew.mackenzie [REDACTED]" <[REDACTED]>
Subject: UKRI Review - latest draft

Dear Ottoline and Andrew,

I have enclosed a copy of the latest draft of the review. It has not yet been reviewed by ministers / SpAd and we expect this begin next week. Compared with the first draft, we have incorporated

many suggestions from UKRI, BEIS and our advisors. The recommendations are largely unchanged.

As with the first draft, I'm happy to receive comments.

I believe a copy is being sent to [REDACTED].

Best regards

David

Visit the [NPL website](#) and find out how our cutting-edge measurement science has a positive impact in the real world



[Keep in touch](#)

[NPL Privacy Policy](#)

If you have received this message in error, please notify us and remove it from your system.

NPL Management Ltd cannot guarantee that the e-mail or any attachments are free from viruses.

NPL Management Ltd is a company registered in England and Wales, number: 2937881
Registered office: National Physical Laboratory | Hampton Road | Teddington,
Middlesex | UK | TW11 0LW

This email and any attachments are intended solely for the use of the named recipients. If you are not the intended recipient you must not use, disclose, copy or distribute this email or any of its attachments and should notify the sender immediately and delete this email from your system. UK Research and Innovation (UKRI) has taken every reasonable precaution to minimise risk of this email or any attachments containing viruses or malware but the recipient should carry out its own virus and malware checks before opening the attachments. UKRI does not accept any liability for any losses or damages which the recipient may sustain due to presence of any viruses.

From: [UKRI Chair](#)
To: [david.grant](#) [REDACTED]
Cc: [Secretary Of State \(Kwasi Kwarteng\)](#); [REDACTED]; [UKRI CEO](#); [REDACTED] ([BEIS](#))
Subject: Letter from Andrew Mackenzie and Ottoline Leyser
Date: 27 July 2022 09:59:04
Attachments: [image001.png](#)
[Letter to Sir David Grant.pdf](#)

Dear David,

Please find attached a letter from the Chair and CEO of UKRI.

With best regards

[REDACTED]

[REDACTED] to Sir Andrew Mackenzie, Chair, UK Research and
Innovation |

[REDACTED] [or contact me on teams chat](#)





**UK Research
and Innovation**

Sir Andrew Mackenzie
Chair
UK Research and Innovation
58 Victoria Embankment
London
EC4Y 0DS

Sir David Grant

CC: Secretary of State for Business, Energy, & Industrial Strategy

CC: Director of Science, Research and Innovation

Sent by email: david.grant

27 July 2022

Dear Sir David,

We write to thank you for all your work leading the Independent Review of UKRI, and for your final report and recommendations. We would also like to extend our thanks to Alexander Ademokun and his team. We have appreciated the open and collaborative way in which you and those supporting you have worked with us to ensure the report is timely, balanced, and impactful.

We are united in our commitment to transform UKRI so that we can capitalise on the extraordinary UK strengths in research and innovation, building the sustainable innovation-led economy we need for national prosperity and world-class public services.

Your report reinforces what we know are UKRI's strengths and challenges, and it will shape the changes we make to the organisation over the coming months and years so that UKRI is as efficient, effective and successful as it can be. We are grateful for your engagement and insight throughout the Review. This has given us the confidence to accelerate our plans for change, which will be further boosted by the recommendations in your review. For example, earlier this month the Board and Executive Committee discussed the recommendations in context of the actions already taken and the further steps we need to take to meet them in full. We will continue to work closely with BEIS to ensure the recommendations are all swiftly addressed.

As we set out in our new Strategy, fuelling an outstanding research and innovation system in the UK is a shared endeavour in which all our stakeholders and communities have key roles. We know you have been highly committed to this mission over many years, and through your leadership of this Review, you have made a major contribution to taking it into its next chapter. This is very much appreciated.

Yours sincerely,



**UK Research
and Innovation**



Professor Dame Ottoline Leyser
Chief Executive, UK Research and Innovation



Sir Andrew Mackenzie
Chair, UK Research and Innovation