

Wednesday Webinar Question & Answer Summary – 24 January		
#	Question	Answer
1	Is there any further update on Voluntary exits please?	We have secured approval from Cabinet Office to run a scheme. This process takes a number of months. We do not yet know if we will open a scheme or how it will be targeted. This is dependent on the outcome of the Operating Model work and it is entirely possible that we will not need to utilise a scheme.
2	Q for Andrew: In your personal view do you think the Place agenda will be a key aspect of the next Spending review?	live answered
3	If we email senior managers in UKRI, should we expect a reply, or are we expected to go upwards through the hierarchy? I wondered as I never receive replies from senior managers and will know not to do so in future if it's not 'allowed'.	Colleagues are able to email senior colleagues. We would encourage you to follow up if you don't hear back.
4	Is there any update you can give on when we are likely to see the outcome of the activity analysis? It has been a little while now	live answered
5	When is the webinar on pay progression please?	We are currently working hard on the proposed framework for Capability Based Pay Progression. It remains our intention to submit a Pay Flexibility Case in 2024 to implement this. We will be able to talk to you about what this will look like in practice in the coming weeks but the final work on designing the framework is ongoing.
6	<div>██</div> <div>██</div> <div>██</div> <div>██</div> <div>██</div>	
7	If Andrew believes UKRI is a 'special organisation' does he believe staff are paid a commensurate rate? What is the boards view of the divide pay deal which has de-valued Head Office staff?	
8	Andrew - since you became Chair, what positive changes have you seen with UKRI's relationship with Industry to meet societal challenges? Examples would be great!	live answered
9	Does the board review the UKRI People Survey data and what do they think about how unequal the organisation is?	live answered by ██████████

10	Andrew mentioned the scope and breadth of UKRI's coverage across disciplines and sectors - I'd be interested in Andrew's thoughts on what he thinks the role of systems thinking could be in helping UKRI to achieve its vision and mission?	live answered
11	What would be your top priority for improving the efficiency of UKRI decision-making? It feels like we sometimes tie ourselves up in approval knots which is not very efficient.	live answered
12	For Andrew - Does the Board you have confidence that UKRI has the necessary skills	
13	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?	
14	What is Andrews view of the risk of the OpEx targets overloading staff and impacting on staff retention?	
15	What do you see as the top priority for the UKRI Board over the next year?	live answered
16	what has the board done to protect the researchers singled out and bullied by the SoS? it seemed to stand behind the decision to abandon them and appeared to not have stood up for them (similar to the rest of UKRI SLT)	We have been in contact with all members of the RE EDI EAG, to brief them on our response, and to signpost support available to them. It would not be appropriate to comment further on individuals.
17	How can we trust that UKRI is committed to environmental sustainability when the board is led by the chair of Shell?	
18	Could you expand more on UKRI Board preparations for upcoming Spending Review and how will these be communicated to UKRI staff?	Live answered
19	Could Andrew please expand on the relationship between UKRI Board and DSIT- how are strategic priorities discussed and aligned?	
20	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.	
21	Are those guidelines Sir Andrew Mackenzie mentioned publically available somewhere?	
22	For Andrew: In terms of what its staff do, UKRI is effectively an organisation of two halves - one that hands out funding and one that runs research facilities and undertakes research. In your view, do these halves sit comfortably together.	
23	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?	

24	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?	
25	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"?	
26	Good morning, please could someone explain why the STFC labs (Daresbury and RAL) had 3.5 hours credited to their flexi accounts for the Christmas period, however UKRI told all staff via The Source that there would be no flexi credit for Christmas, and attendance at Christmas lunches had to be taken out of employees' own time eg leave or flexi/trust time. Why are the labs exempt from this rule? It is incredibly unfair and this is another example of how there is one rule for the labs and one rule for the rest of UKRI and shows that the labs continue to get preferential treatment eg better pay scales etc while the rest of us are heavily impacted by the opex cuts and overworked and exhausted. Staff at the labs were also credited with an additional 2 hours to compensate for the labs closing early on the last day before Christmas. All of this leaves the rest of us feeling very undervalued by UKRI. Thank you.	Time is managed in different ways in different parts of UKRI. Employees in Swindon London and Bristol have access to Trust-time which enables a flexible approach to working hours and social events can be facilitated through the use of Trust-time. STFC still uses a system of accrued time to manage Christmas arrangements via a clocking system. There are also different arrangements for Privilege Days.
27	Did Andrew just say he didnt believe in the risks of climate change?	I strongly believe in the risks of climate change and the importance of counteracting them.
28	You said 'Shell has a big budget for research into alternatives'. What's the size of this in comparison to its fossil fuel budget?	
29	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!)	
30	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?	
31	I thought I heard you say "I'm not a great believer in the risks of climate change." Please can you confirm if this is what you said, and if so, explain your reasons.	Just saw this. to be clear: I am indeed a great believer of the risks of climate change and the requirement to counteract them.

32	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.	
33	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?	
34	I feel patronised that he is saying we should all be more productive. Quite insulting.	
35	Will UKRI sign up to Stem Futures?	
36	Are you publishing Q&A this week? Can't see any appearing.	During the Q&A we can publish questions as they are being asked but this relies on having enough time during the webinar to do this and sometimes it's not possible. The questions are always published via The Source following the webinar.
37	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.	
38	Just a comment: if Andrew is so committed to and convinced of UKRI, it would have been a great gesture to carve out the whole hour for the webinar to mingle with the "common people"	Andrew was able to attend for half of the webinar and we are conscious that we receive feedback from colleagues that they would still like time to ask questions about other topics.
39	Does Shell take any credit for your time in UKRI? If so how do they claim the benefit.	
40	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. 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?	

51	what is Ex Co?	<p>ExCo is the Executive Committee for UKRI - more information is available on the Source -</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>You can also see information on other Boards and Committees -</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
52	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?	
53	Panel - Are you worried about the psychological safety results? How can you give confidence to staff that things will improve?	
54	Activity analysis wasn't that consistent - it turned out I interpreted a question in a different way from a colleague so we do the same thing but answered differently. Do bear that in mind.	
55	Please can [REDACTED] and team provide an update on where we are at with the next pay deal?	The Civil Service Pay Guidance for 2024 has not yet been published. We anticipate that it will be published in April but there are no guarantees. We are currently working closely with DSIT to ensure that we have the maximum chance of success when we do submit a business case, but this cannot take place until the 2024 Guidance has been published.
56	the flashing light in the pH room with the three of them is awful. can they do something about it please.	We did recognise this and we believe that it was an issue with camera we were using. We were not able to switch the light off as lights in Polaris House are automatic. We have escalated the issue to our technical colleagues.
58	For [REDACTED] - Thank you for all your hardwork on pay so far, and sorry for asking another question.. but, you have mentioned previously that the capability based pay may take years to implement.. if so, what will happen in the meantime? Will we still submit an annual case and see annual increases or will there be a pay freeze whilst we wait for this to be completely approved and implemented? thank you	Thank you. Our proposals for introducing Capability Based Pay will take a number of years to fully implement. There will need to be a staged approach to ensure affordability. We are not expecting to implement a pay freeze unless we are instructed to do so by HMT/CO

59	Its worrying that so much is being planned around the activity analysis when it did not accurately reflect our work, workloads etc... It felt very much like a 'square peg ina round hole'. Some colleagues were only given a week to complete this (as an after thought maybe), so was it really 'fit for purpose'? It does not seem it was properly designed or rolled out, so will UKRI take into account that the data is flawed?	
60	Why do you think there is an issue with psychological safety in UKRI-what do you think is causing this?	
61	This question was not answered last week nor on the published Q&A - Civil servants are now able to work from overseas in particular ocasions (e.g. for visiting family or compasion reasos). Will this be also allowed for UKRI staff?	We are looking at this issue at the current time and are hoping to pilot a new policy. It will need to take account of right to work compliance, operation reasons, tax residency and IT security. We are engaging with the TUs on what may be possible.
62	Do senior managers ever have discussions on how we can look after older employees including training in different ways, consideration on health issues etc?	
63	For [REDACTED]: What one change to UKRI structures or ways of working would you make to further empower colleagues across UKRI.	
64	How will UKRI ensure that SHARP will keep our personal and corporate data safe re HR, payroll, finance, procurement etc?	live answered
65	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?	
66	Is there any update on the status of the UKRI Board's investigation into the Secretary of State's open letter? When is this likely to conclude and the outcomes published?	We are continuing to investigate the concerns raised by the Secretary of State. We are committed to conducting a well-governed process to support robust evidence and principle-based decisions. This approach is laid out in our Chief Executive's response to the Secretary of State and follow-up statement

67	Hello, after the latest pay increase (paid in December) I find myself only £300 above the bottom of my payscale, where I was +£800 before. This make me feel that I am going backwards in terms of pay, and is very demotivating. Are the panel aware of this issue?	UKRI are fully aware of this issue. We have a limited sum to distribute and have to balance increases with also the need to keep pay scales competitive for recruitment purposes. You will have received the same basic increase as everyone else with some at the bottom of the pay scale receiving more to keep pace with the pay band minimum.
68	Glad you clarified on that one Andrew because I heard "I'm not a great believer in the risks of climate change." as well....	
69	How does the fear of failure link to the consequences of it?	
70	Yet you still refuse to make the STEM pay case available	The Business Case submitted to HMT is not a public document and it is marked OFFICIAL SENSITIVE. We are not able to publish it and to do so would breach trust in the relationship we have with DSIT/HMT.
71	Will you publish the EIA?	We publish equality impact data on pay as part of the Gender Pay Gap Report published annually and as part of Equal Pay Reporting.
72	Whats the gender breakdown between stem and non stem staff?	
73	Why has another team in the same department been able to get their scales increased due to an 'adjustment' to their job descriptions but our team has remained on a lower band? Our work involves the same, if not much more responsibility than the other team.	Please raise this with your local HR team in the first instance. In order for a role to be upgraded using the Job Evaluation assessment, it would need a significant adjustment. If you feel that your job has a similar level of responsibility, decision making, requirements for skills and knowledge etc then a Job Evaluation may be considered.
74	Why does the board not have the data for the pay for colleagues from different ethnicities in STEM roles?	Data on ethnicity held by UKRI is patchy because it required individuals to input their ethnicity into Oracle. Therefore any analysis based on ethnicity does not represent a fully accurate picture. Work is being undertaken to encourage fuller recording to address this issue.
75	The implementation of the STEM pay award and categorisation is the worst implemmentation UKRI has done. It has been varied in its implementation. Does UKRI plan to do an assessment of whether staff feel the implementation has been fair and what the reason people think are for the feeling	

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87	what proportion of staff actually had any input in to the activity analysis??	
88	As UKRI Chair, do you believe that research into climate change projections and impact, such as that conducted by the British Antarctic Survey, should continue to be funded? How do you see big emitter companies such as Shell contributing to the vision, held by UKRI and the UK Government, of reaching Net Zero by 2050? Regarding your joint appointment, how do you envisage the fossil fuel industry working with government-led research and innovation?	
89	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?	
90	To what extent does he use the findings of UKRI funded science on climate change in his other roles – specifically with Shell?	
91	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	

92	<p>"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 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>	
93	<p>I would like to ask the Chief Finance Officer or Chair what assessment has been made of the workforce equality and diversity impact of the STEM pay scale decisions on those organisations within UKRI which are affected by those decisions? If no assessment has been made, will the Board undertake to produce, publish and consider the evidence – including by gender and ethnicity – on an individual organisational basis?</p>	Live answered
94	<p>I am aware that RRAs in some departments across the civil service have been increased – what is UKRI doing about increasing specialist/RRA allowances for those receiving them? As mentioned in a previous question I sent, this is one of the things missing from the pay award document.</p>	
CF10JAN12	<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>	
CF10JAN17	<p>Civil servants are now able to work from overseas in particular occasions (e.g. for visiting family or compassion reasons). Will this be also allowed for UKRI staff?</p>	<p>We are looking at this issue at the current time and are hoping to pilot a new policy. It will need to take account of right to work compliance, operation reasons, tax residency and IT security. We are engaging with the TUs on what may be possible.</p>
CF10JAN26	<p>When will UKRI Senior Management start supporting line managers by abandoning the practice of leaving every decision to the discretion of the line manager and establish proper guidelines on e.g. attendance at the office?</p>	

CF10JAN31	In the light of the Post Office Horizon system scandal, has UKRI, its 9 councils and/or their centre/surveys ever awarded contracts to Fujitsu (the company responsible for Horizon)?	
CF10JAN33	Is there an area on the source or elsewhere where people looking to find a jobshare partner could connect?	
CF10JAN34	When is capability-based pay targeted to be put into place?	UKRI's intention is from 1 July 2024. This is subject to securing permission from Cabinet Office and HM Treasury to do so. To help set expectations, the amount of pay available to recognise capability levels will be limited in the first few years of implementation.
CF10JAN35	Why were Innovate UK colleagues not included in the activity analysis?	
CF10JAN37	Is the new finance system going live at the 1st April given that UAT hasn't started yet?	
CF10JAN41	How can they be replaced with a recruitment freeze?	
CF10JAN44	why am I being forced into the office more than colleagues doing the same job? TPlease do not ask me to talk to local HR as they keep saying it is up to local mangement. My question is why is this not consistant?	
CF10JAN45	Will UKRI reconsider allowing employees to work from overseas?	We are looking at this issue at the current time and are hoping to pilot a new policy. It will need to take account of right to work compliance, operation reasons, tax residency and IT security. We are engaging with the TUs on what may be possible.
CF10JAN47	This year, can we get a bit more details on the Change programme, ie real actions and what is going to happen, and not just lots of corporate jargon?	
CF10JAN50	How do employees get support with evaluation if they feel that they may be on neurodivergence spectrum or may be having mental health disorder? Is it something that UKRI helps with?	Encourage the employee to speak to their manager and/or HR to discuss what might be appropriate. It may be that a meeting with Occupational Health is the next step. Much would depend on the prognosis and current/likely impact on the business depending on whether support from the NHS is forthcoming in an appropriate and timely way.

CF10JAN53	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.	
CF10JAN54	Will UKRI being doing any firther webinars on the menopause?	<p>There are a variety of Wellbeing events planned, you can see the upcoming ones on the Wellbeing Calendar page: [REDACTED] or access the recordings on the Health and Wellbeing recordings page: Health & wellbeing event recordings (sharepoint.com)</p> <p>The UKRI Menopause Interest Group (MIG) host regular Menopause Drop-ins, which provide a safe and supportive space with no pre-set agenda for staff of all ages and genders to discuss (peri)menopause and share experiences. They are conducted in an open, respectful and confidential space where people can talk about menopause safely. All are welcome and encouraged to join, and you can find out more on the MIG Source page.</p>
CF10JAN58	Will there be opportunities for agency worker to transit from temporary employee to permanent role within UKRI and if so when will this changes take place as contract will be ending later this year	
CF10JAN65	An answer to a previous Weds webinar question said that in the new operating model more tasks carried out by pan-UKRI staff will be led from councils on behalf of the whole of UKRI. When will we understand more about what this means in practice (for teams and individuals) so we can support our teams through the quite significant uncertainty this sort of statement brings without understanding the detail underneath it?	
CF10JAN68	Given [REDACTED]'s great example of job sharing, are there any plans in UKRI to develop job sharing guidance and support for finding job share partners?	
CF10JAN69	I am still waiting to hear back from my STEM pay appeal in STFC. When will I hear back?	

CF10JAN73	Who are the activity analysis workstream leads? Are they qualified on organisational design, or is there external expertise being brought in to help propose solutions based on what the activity analysis has shown?	
CF10JAN79	Will early exit have the same compensation as voluntary redundancy	
CF10JAN80	Is the recruitment chill being lifted this year (assuming we'll have met the relevant FTE targets)?	
CF10JAN82	Can you explain why quite a lot of contractors have had their contracts ended - many on 0 days notice on the last day before Christmas holidays due to budgetary concerns? A really poor way to have treated people at the worst time of the year for finding a new job?	
CF10JAN83	Where are we on our FTE target numbers? How many more roles need to go before the end of 24/25?	
CF10JAN85	Does that mean it is highly likely that we will have surplus people and need to reduce number via such means?	
CF10JAN88	How soon will the Voluntary Early Exit opportunity information be shared? i.e. 3 months? 6 months?	
CF10JAN92	Please can we have an update on the progress of the UKRI moonshots programme?	With the agreement for the UK to associate to Horizon Europe, work on the moonshots programme has been paused. This decision was communicated to stakeholders who had been involved in developing the programme at the end of last year
CF10JAN95	When will the operating model be implemented? what is the timescale?	
CF10JAN96	When will the Activity Analysis get rid of some of my work, I have been working more than one job since a colleague left and I see no end in sight? And I am getting pay cuts if you include inflation?	
CF10JAN97	How is UKRI dealing with staff who have low motivation after the recent introduction of STEM pay bands?	

CF10JAN99	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	
CF10JAN100	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? 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?	
CF10JAN102	with regard to env sustainability please can you speak on our still funding in fossil fuels based research	
CF10JAN108	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 loads for programme leads.	
CF10JAN109	How are we ensuring that recruitment, particularly of senior leadership, results in a more diverse workforce and a better gender balance?	
CF10JAN112	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?	

CF10JAN114	I am surprised that key change has not been raised. We are going through a drastic period of change and uncertainty related to TFS/SHARP and integration - BAU priorities across UKRI are challenging when trying to manage constant moving goalposts and support people appropriately to achieve the end goal. Do you have any comments to add. People are exhausted by constant change.	UKRI is indeed in the midst of a set of major change programmes, while at the same time meeting stringent limits for full time equivalent staff numbers. This is very challenging for staff across the organisation, creating high workloads and uncertainty. We are working hard to implement our new operating model as quickly as possible to reduce uncertainty and create more efficient processes through increased collaboration and simplification. Our work includes training and development for leaders across the organisation to support their teams through change. We also have prioritised wellbeing support for all staff.
CF10JAN123	Why are we forced to do training such as Risk Management and then do a test which involves remembering stats which have no relevance to most staff, but you need to know these stats to complete the training. Can this please be reconsidered.	Assuming this relates to the risk management training in G0 1. All staff are required to complete the risk and assurance training to ensure that they have a basic understanding as it is part of all staffs role to be aware of risk management. The test on G01 does not require remembering stats.
CF10JAN126	If I feel that I'm a good candidate for voluntarty early exit can I contact HR and put my case?	No, there is no open scheme at the current time
CF10JAN127	How much extra money are the delays in SHARP costing us?	
CF10JAN129	Will the delay to the SHARP programme have implications for awarding grants in TFS?	Live answered on 24 January
CF10JAN130	If the processes won't change in line with SHARP, when will the harminisation take place?	
CF10JAN132	Is the link to the survey [REDACTED] talked about still open ?	No
CF10JAN134	Why was TFS built when innovate has a Funding Platform do you see them merging	

CF10JAN135	Speaking as an Innovate person SHARP and joined up HR processes cannot come soon enough. Really looking forward to it.	
CF10JAN136	Can we please always be emailed if we need to complete an online training course?	New Universal Learning topics are currently advertised through news items on Source, Stream, ICMYI, Yammer and via local channels, rather than all staff emails that may not be relevant for some. We will work with the provider regarding automatic system notifications.
CF10JAN139	with regard to env sustainabaility please can you speak on our still funding in fossil fuels based research	
CF10JAN140	<div style="background-color: black; height: 1.2em; width: 100%;"></div> <div style="background-color: black; height: 1.2em; width: 90%;"></div> <div style="background-color: black; height: 1.2em; width: 100%;"></div> <div style="background-color: black; height: 1.2em; width: 80%;"></div>	
CF10JAN142	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.	
CF10JAN143	UKRI/the councils were a much nicer place to work at when we were in the office	
CF10JAN144	■ just said "drive our productivity" , are we not working hard enough?	
CF10JAN145	It was my and my teams understanding that the UKRI activity survey was only sent out to a small proportion of the organisation before Christmas. Can i confirm this is the case as we were informed by the PMO? The way it was decribed insinuated that the information would be informing decisions which is concerning if not shared widely across the organisation.	

CF13DEC9	Can we please have more webinars on poor mental health?	<p>There are a variety of Wellbeing events planned, you can see the upcoming ones on the Wellbeing Calendar page: [REDACTED] or access the recordings on the Health and Wellbeing recordings page: Health & wellbeing event recordings (sharepoint.com)</p> <p>If there are particular things you are interested in seeing or hearing about, let us know and we can share these with the Wellbeing team.</p>
CF13DEC10	Will Innovate UK colleagues be asked to complete Activity Analysis?	
CF13DEC13	Considering significant numbers of 'OpEx staff' did not participate in the Activity Mapping analysis, what faith can we have in the validity of this data for organisational design work? When will we start expecting each part of UKRI to share the impacts of our OpEx challenges fairly and more equally?	
CF13DEC23	Does anything of Pioneer remain now we have associated?	
CF13DEC37	Does UKRI sponser work VISA for the Talented and skilled Candidate.	
CF13DEC38	What is your favorite board game [REDACTED]?	
CF13DEC54	Who is deciding/how is it decided whats "viable" in the TFS "minimum viable product"?	
CF13DEC56	[REDACTED] [REDACTED]	
CF13DEC58	[REDACTED] [REDACTED] [REDACTED] [REDACTED]	
CF13DEC63	[REDACTED] [REDACTED] [REDACTED] [REDACTED]	

CF13DEC67	<p>██</p> <p>██</p> <p>██</p> <p>██</p> <p>██</p>	
CF13DEC68	Would it even be possible for 60% in office working due to the occupancy changes in Polaris House?	
CF13DEC69	<p>██████'s answer on hybrid working and mandatory office attendance, essentially leaving it for teams to manage locally and basing it on trusting the employees to get on with doing their jobs to the highest standard regardless of where they do it, is very welcome. Given that UKRI can't pay us competitive salaries for the experience and skills we have, ensuring hybrid working is protected and we aren't forced into the office (at a personal cost of time and travel costs) for political reasons is very important, and I am reassured to hear that UKRI leadership appears to recognise this. Thank you.</p>	
CF13DEC73	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.	
CF29NOV5	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.	
CF29NOV20	The SHARP programme is currently Red. What are the implications of this for a timely launch?	
CF29NOV46	<p>██████'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?</p>	
CF29NOV54	BBC Radiophonic lab in the 1960's could of used this type of funding	

CF29NOV59	I asked this question at the 17 May webinar but it was never answered. How will delegated authority work when SHARP is introduced?	
CF29NOV86	the survey only allows upto 110% of time, but i was told each line has to be a minimum of 5% - i feel this misses out on a lot of the functions of my role - how, considering these restrictions, can the data from this survey be useful to UKRI?	
CF29NOV100	Are JBOS increasing the gritting around Polaris House now its very cold?	
CF15NOV52	Could you please confirm the dates for the Festival of Tomorrow as it is not clear from the website?	
CF15NOV62	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.	
CF1NOV16	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. Hamas in their foral charter have death of jews in their mandate. There is a difference between sympathy for the situation in Palastine and calling for the death of Jews. Jewish staff know this it is clear many colleagues do not.	
CF1NOV42	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	
CF1NOV52	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 media post that caused the response?	

CF1NOV86	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.	
CF1NOV87	How many EDI panellists, and other panellists have already resigned as a result of the exchange between UKRI and DSIT (Donelan)?	
CF1NOV146	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?	
CF1NOV158	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?	
CF1NOV159	Where can i find UKRI's code of practice/conduct for advisory group members? is that a harmonised code of practice?	
CF18OCT9	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 orgnaisation?	
CF18OCT16	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	
	"WP1: The Implementation phase grant administration is made up into the following elements:	

	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."	
CF18OCT41	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?	
CF18OCT58	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?	
CF18OCT81	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
CF18OCT88	What is the current exit rate of UKRI staff?	
CF18OCT102	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
CF18OCT140	How will the Government Capability Review of the UKRI Communications function feed into the activity analysis and final organisational design?	
CF18OCT192	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
CF18OCT223	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?	
CF18OCT234	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!	
CF4OCT13	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	
CF4OCT20	If government scraps the net-zero goals, will we need to scrap them as well?	
CF4OCT38	██ ██ ████████████████████	
CF4OCT53	I knew nothing about the chancellors talk - will you include details in the Comms that is sent out please?	
CF4OCT54	Given the announcement was on Civil service numbers, why do we beleive we are in scope - we are not civil servants.	
CF4OCT55	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?	
CF4OCT56	The Chancellor also specifically mentioned reducing the number of roles in Diversity and Inclusion - what impact might this have?	
CF4OCT67	██████, are you aware staff on the ground are expected to deliver the same work with less staff? Burn out is widespread. Are you not getting this message from middle/senior leaders? People are leaving and not being replaced and those left to pick up these workloads are about to collapse. Its exacerbating EDI issues amongst workforce and seemingly giving licence for increased poor behaviour.	
CF4OCT103	██ ██ ████████████████████	

CF4OCT105	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
CF4OCT107	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
CF4OCT109	What is TFS for those of us not familiar with it?	
CF4OCT111	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
CF4OCT112	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
CF4OCT124	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)?”	
CF20SEP18	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?	
CF20SEP19	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.	
CF20SEP38	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?	
CF20SEP40	Thank you for the answer to the question around travel of the [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?	
CF20SEP51	[REDACTED] [REDACTED] [REDACTED]	
CF20SEP56	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	
CF20SEP60	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	
CF20SEP69	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	
CF20SEP84	Are the effects of using narrative cvs on Ukri staff time/ processes etc being measured and evaluated?	
CF20SEP85	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?	
CF20SEP86	Could narrative CVs potentially be rolled out for UKRI staff recruitment?	

CF20SEP87	Thank you all, this was really insightful.	
	Please could you recommend resources (either internal to UKRI or online) for colleagues to consult when building funding opportunities to fully incorporate R4RI into their call processes/documentation to maximise buy-in for applicants and assessors, whilst minimising redundancy of effort and information between the R4RI and typical call documents such as a Case for Support?	
CF20SEP89	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?	
CF20SEP94	Is there any difference between the way that neurodiverse people write R4RI vs non-neurodiverse people?	
CF20SEP97	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.	
CF20SEP98	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?	
CF20SEP131	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?	
CF6SEP9	Why won't you share this data with the councils and the unions?	

CF6SEP20	Is the honda facility by swindon being used/involved in this study?	
CF6SEP42	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?	
CF6SEP61	How can IT help ESRC be fast and deliver their objectives securely?	
CF6SEP75	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?	
CF6SEP107	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?	
CF6SEP136	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?	
CF23AUG17	What will grant processing staff roles look like when TFS is established and less processing work is required? Please could someone let us know? Is this when UKRI will look at redundancies?	
CF23AUG23	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	
CF23AUG82	What is UKRI doing to tackle the rising number of bullying and harrassment incidences happening across the organisation and further the mismanagement of these cases by HR?	
CF26JUL106	Have anyone been made redundant recently in UKRI?	

CF12JUL10	Review promotion requires the applicant to prove that the work they are currently doing is effectively that of the band above. How is this commensurate with the legal requirement for equal pay for equal 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.	
CF12JUL19	████ - 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.	
CF12JUL31	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?	
CF12JUL38	Whats all this talk of discretionary time? Could you define this or are you confusing it with people working above clocked hours?	
CF12JUL51	That's an insensitive message to people already in these 'science' roles (you're second-best, not that talented, but you were cheap)	
CF12JUL58	"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?	
CF12JUL65	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.	
CF12JUL77	Why is it that the organisation always asks for feedback on poor service, for example the recent message put out by ██████████ 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!	
CF28JUN41	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 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?	
CF14JUN1	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.	
CF14JUN17	Would anyone like to comment on question CF19APR82, or is all the wellbeing talk, just talk?	
CF14JUN49	Saying it is a significant challenge doesn't say much. It will bring forward OPEX problems, so the government hasn't given UKRI anything but a problem.	
CF14JUN63	In [REDACTED]'s response at 10.49 does he mean this will not change our current position?	
CF14JUN95	This is absolutely fantastic!!Thank you for sharing. To encourage young children, would you consider GCSC aged young adults for school visits ?	
CF14JUN141	Are we able to see figures on headcount and progress against our target?	
CF17MAY111	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?	

CF19APR65	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	
CF19APR72	When will the headcount caps for the coming year be confirmed?	
CF19APR76	How can we commit more resource to any team when we have to make a 17% reduction in staff costs?	
CF19APR82	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!	
CF19APR93	when will the priorities happen as we are suffering now....not when you have thought about it more.....	
CF22MAR131	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?	

CF22MAR135	The organisation has been identified as top heavy at senior level. If you have a staff cut % to reach why are you still recruiting very senior staff including creating 'new' roles?	<p>The number of senior roles we have reflects the diversity of activities we undertake. Senior roles in UKRI include the Directors of our National Laboratories and Institutes, our Challenge Fund Challenge Directors, the Senior Leadership Teams of our 9 councils and the senior leaders of pan-UKRI functions.</p> <p>Recent senior appointments such as our newly appointed Chief Information Officer bring expertise, capacity and leadership across digital and data to drive coherence and delivery of the transformation from our new enterprise information systems. They also follow recommendations from Independent Reviews.</p> <p>There are stringent recruitment controls in place to ensure all Band H and above recruitment are supported by a full Business Case and approved by the Workforce and Financial Planning Committee, alongside controls on external recruitment.</p> <p>Consequently, UKRI is on track to meet the 24/25 OpEx FTE limit of 2,650.</p>
CF25JAN45	For [REDACTED] - what are your thoughts about extending some form of dual support to organisations such as IROs etc that are eligible for UKRI funding but if successful are funded at 80%FEC without the same opportunities through dual support to cover the remaining 20%?	
CF25JAN52	Question for [REDACTED] - how do you see Research England playing a role in enabling an inclusive and diverse R&I system? What non-funding levers could it use?	
CF25JAN56	Could [REDACTED] speak a little more about the advantages of bringing RE under the UKRI umbrella, and how we can ensure complementarity and coordination of our research priorities accordingly?	

CF25JAN61	Is there any interaction between RE and the catapults given that half of them appear to apply as universities into IUK programme? I can see some of them being quite interested in infrastructure funding.	
CF25JAN64	██████, capital equipment in Universities is often very poorly utilised. Is there a plan to address this?	
CF25JAN75	(Edited) Does most of the IP that UKRI create end up being owned by it as opposed to funding research that creates IP that ultimately gets snapped up by private commercial companies. How much of the Research and Innovation (IP) created by funding from the taxpayer ultimately feed into and goes towards increasing the Taxpayers equity on the Financial balance sheet?	
CF8FEB16	When are we going to have a consistent funding stream for TRL4-6 research at scale?	