


Question and Answer Summary Wednesday Webinar 10 January		
#	Question	Answer
1	Is it OK to call a kitchen an 'EPSRC kitchen' or say that facilities 'belong to IUK'? I thought all areas and facilities were shared and available for all staff.	Each neighbourhood as welfare facilities such as kitchens, toilets etc. it should be ok for these to be used by all, regardless of where they are located and in what council neighbourhood
2	Its good that we are having the whole webinar dedicated to Q&A but a heads up about this by email or on the Source would have been helpful so people could think about questions they want to ask. Please can we have more of these too.	Thank you. We updated the event on The Source to say that this session would be an extended Q&A. We are hoping to have an extended Q&A once a quarter.
3	It has recently been announced that senior leads are leaving UKRI. Will they be replaced?	live answered
4	How should UKRI be preparing for the general election and any subsequent impacts on our work?	live answered
5	When will MyCSP reflect the updated pay figures to allow for accurate modelling?	UKSBS sends this information to MyCSP through their interface on a monthly basis. The system should be updated with the November information. If the December information has not yet been included, it will be within a matter of days.
6	Are there going to be redundancies in 2024?	live answered
7	It would be really helpful to see pics of new joiners	<p>Pictures of new joiners usually accompany a Source news article to announce a colleague is joining. Please see an example of the most recent announcement of Professor Anne Ferguson-Smith who has been appointed as the new Executive Chair of BBSRC:</p> 
8	Thank you for organising a Q&A Webinar	live answered
9	Given that 2023 was declared the hottest year on record, is it now appropriate for UKRI to think more seriously about its environmental impact? We should have had solar panels on our many roofs ages ago and the volume of throw-away coffee cups used by the canteen every day is shocking. We could do so much better.	live answered
10	Before [REDACTED] leave UKRI, it would be great if they could share their experience/learnings for job sharing - perhaps a webinar item?	live answered
11	Will there be any chances to structure due to these senior joiners and leavers?	live answered

12	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?	
13	With Covid rates rising and less people vaccinated what are UKRI doing to keep staff safe? For example will staff be reminded not to come into the office, even with a cold.	UKRI colleagues should continue to follow the government guidance as this is published on the NHS website. The specific advice for this scenario is available here. https://www.nhs.uk/conditions/covid-19/covid-19-symptoms-and-what-to-do/
14	Was this Q&A webinar advertised on The Source news? I can't see it.	Events (such as the Wednesday Webinar) are included under the events section of The Source. The listing for this webinar can be found here: [REDACTED] [REDACTED]
15	how is the relationship between ukri and cabinet office and DSIT since Michelle Donelans controversial open letter in November?	live answered
16	Great to hear that the activity analysis outputs will be shared more widely soon, will this be accompanied by an indication of what changes this will drive?	live answered
17	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?	
18	Will [REDACTED], be replaced directly or is them leaving part of a restructure? If part of a restructure, what is planned?	live answered
19	Is UKRI still looking into the development of regional hubs to facilitate hybrid working? Has there been any progress on opening up Research England offices to all UKRI staff, ie will it happen and when?	The Government Property Agency (GPA) have adopted a strategic direction toward regional hubs. We are not aware that UKRI are looking at any similar initiative. We are not aware of any plans to open up Research England offices to the whole of UKRI.
20	Given the short notice and the time of year for this very welcome Q&A webinar, if there aren't enough questions today will you go back through some of the unanswered questions from previous webinars?	Yes
21	It's good that you updated The Source to say this was all Q&A this week but not everyone checks the Source to see if there's any news about the webinar before joining. Adding this information to an all-staff message so it's actually communicated to us next time would be helpful.	Thank you for your feedback. We will look to include an update within the Wednesday Webinar outlook invitation.
22	Great that we're on the verge of announcing a new CIO. Can I ask how this role fits in with the responsibilities of [REDACTED]?	[REDACTED] has acted as interim CIO alongside his many other responsibilities ahead of the recruitment of the dedicated CIO. [REDACTED], our interim CDO, will report to the new CIO.

23	Please can we have more of these Q&A webinars and can you please email staff say one week ahead of the webinar so they are aware, Thank you.	Thank you for your feedback. We will look to include an update within the Wednesday Webinar outlook invitation.
24	In a webinar dedicated to Q&A, why has 20% of it been spent on announcements?	A Question and Answer session during the Wednesday Webinar will always include an introduction from the Senior Leadership team.
25	Apologies if I missed this being mentioned, [REDACTED] have also been fantastic sponsors of the UKRI Staff Networks and we greatly appreciate their support and use of their platform to advocate for equality, support and diversity within UKRI	Thank you we will pass this on to them
26	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?	
27	Thanks for scheduling the extended Q&A, but these few brief announcements have taken up a quarter of the time so far	A Question and Answer session during the Wednesday Webinar will always include an introduction from the Senior Leadership team.
28	Is announcing a change to the webinar via the The Source the most effective method of informing staff? Please could this communication been sent via email or through the calendar invite in the future?	Thank you for your feedback. We will look to include an update within the Wednesday Webinar outlook invitation.
29	For a Q and A session - you have used up 15 minutes already!	A Question and Answer session during the Wednesday Webinar will always include an introduction from the Senior Leadership team.
30	How is the Capability based pay case progressing?	live answered
31	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)?	
32	Can we please have more wellbeing webinars as we did during the COVID pandemic? They helped with poor mental health.	<p>There are a variety of Wellbeing events planned, you can see the upcoming ones on the Wellbeing Calendar page:</p> <p>[REDACTED]</p> <p>[REDACTED]</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>
33	Is there an area on the source or elsewhere where people looking to find a jobshare partner could connect?	
34	When is capability-based pay targeted to be put into place?	

35	Why were Innovate UK colleagues not included in the activity analysis?	
36	What is being done to tackle the high-level of under-resourcing in the research councils which has meant that we are currently unable to deliver on core business in a timely and high-quality manner?	live answered
37	Is the new finance system going live at the 1st April given that UAT hasn't started yet?	
38	No question. Just a big thank you to [REDACTED] and his team for all the hard work done to ensure that the two backdated increases were through by December 2023. It is really appreciated!	live answered
39	How likely is it that we will have voluntary redundancies in the next 2 years?	live answered
40	Many UKRI employees are extremely disappointed (to put it mildly), that we have been excluded from the recent pay increase because of a change in roles. How is this possible when we are all still working for UKRI, and have only moved councils (for example) but aren't we meant to be one happy family! The pay guidance also says that all UKRI staff will get a pay increase, so how can there then be exclusions as we have been and still are a UKRI employee? Given the cost of living crisis many were relying on that extra bit of money and to have been excluded purely because we have wanted to develop are career's seems really unfair! Why is this the case? And why was it not properly communicated beforehand? This really doesn't seem to be promoting UKRI supposed values of fairness and equality.	It is not the case that individuals are excluded from the pay award due to a change in roles. Pay increases apply from 1 July in the applicable year. So everyone in scope for the main pay award will have had an increase to their salary on 1 July. If someone changes role after 1 July then the new 1 July salary is used to calculate a revision to the new pay from the change date. So, the pay on promotion calculations are applied (which results in at least a 10% pay increase and normally will result in an increase compared to the pay on promotion before the pay award was applied). On level transfer the new salary is used from the change date. If this doesn't answer the concern please raise this with your local HR team who can seek to provide further information.
41	How can they be replaced with a recruitment freeze?	
42	When will we be hearing about changes coming off the back of the activity analysis?	live answered
43	How will a Labour government impact UKRI?	There is widespread political consensus that research and innovation are essential for the future prosperity of the UK. As an arm's length body of government, we look forward to working with the next government, of whatever party, to ensure that the UK has an outstanding research and innovation system to which everyone can contribute and from which everyone benefits.
44	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?	

45	Will UKRI reconsider allowing employees to work from overseas?	
46	Thank you for the updates, all very helpful as ever. Are there any updates or further information to share on the Secretary of State open letter?	We are continuing to investigate the concerns raised by the Secretary of State. Decisions will be taken based on the outcomes of the investigation.
47	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?	
48	What do you see as our key priorities for the coming year ahead given all the changes we will potentially need to navigate.	live answered
49	Given the increasingly visible effects of climate change both internationally and closer to home (with severe flooding, strange temperatures for winter, etc), what is UKRI doing, or planning to do, to role model our commitment to our Environmental Sustainability strategy?	live answered
50	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?	
51	When will we see an update/action from the Activity Analysis survey we were all asked to complete before christmas?	live answered
52	When will the results of the psychological safety survey be shared?	<p>We are expecting the main report from DJS (the independent research company who ran the survey for us) during the week commencing the 5th February. We will post an update on The Source to confirm when the report has been received and we will upload the report as soon as possible. For all the latest updates please visit</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
53	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.	
54	Will UKRI be doing any further webinars on the menopause?	

55	What work is being done for UKRI to become more well-known to the general public?	Our comms and engagement strategy sets out our priorities for increasing recognition and understand of UKRI and our role across diverse audiences, including the general public. Our evolution to much stronger collective working across councils, including comms, provides the opportunity to amplify messages from each council on topics of significant public interest such as AI and climate change.
56	If Israel is determined to have broken International Law in the war on Gaza, what sanctions might be placed upon them?	As in the management of all international issues, UKRI follows the policies and guidelines set out by the UK government. If the UK implements sanctions, we implement appropriate measures accordingly.
57	What is the progress on the investigations around happened in Autumn with the external Advisory Board?	We are continuing to investigate the concerns raised by the Secretary of State. Decisions will be taken based on the outcomes of the investigation.
58	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	
59	What do you think are the biggest risks UKRI faces at the moment	We maintain a risk register and regularly review and discuss our major risks in four categories. These are related to delivery of our intended strategic impact, where a major risk at present is the poor financial resilience of much of many universities. In addition, there is a risk of a mismatch between expectations and deliverability in how quickly substantial changes can be effectively achieved, such as such as investment outside the greater South East. The second area is our internal control frameworks. Here a risk is the pressures introduced by our ongoing change programmes in parallel with constraints on our operational expenditure budgets. The third risk area is major external challenges, where the current geopolitical climate is creating significant risks. The fourth area is our organisational capabilities where current risks are focus on delivery of our change programmes.

60	<p>UKRI's organisational change programme has had this highest level of impact on the research councils, despite the Grant review being the most critical of UKRI central rather than councils. What is being done to reduce the pressure on the research councils and fix the over-staffing within UKRI central office?</p>	<p>The aim of our change programmes is to ensure that those aspects of our business that councils consider are best delivered collectively can be efficiently and effectively delivered collectively. This could involve delivery from within a council on behalf of the whole of UKRI (as is currently the case for example for co-ordinated infrastructure investment), or delivery through a pan-UKRI team (as is currently the case for example for IT provision). Under these circumstances, the division of staff into central vs council roles is not very meaningful.</p> <p>With respect specifically to staff numbers, we have been working to meet stringent FTE caps set by Treasury through a partial recruitment freeze. It has been necessary to do this ahead of the introduction of our new operating model and ways of working, aimed at making our processes more efficient and effective. This has resulted in major workload pressures in every part of the organisation. right across the organisation, amplified further by the need simultaneously to transition to new software platforms. We are working as quickly as possible to move to implementation of the operating model changes to alleviate this pressure.</p>
61	<p>How is the relationship with DSIT changing - there feels a bit more oversight/interference from them. What is your perspective on this?</p>	<p>DSIT is a new department which has been working hard to establish ways of working in the context of very rapid delivery of activities and policies, for example on AI. Many DSIT staff have not worked with us before and so are not aware of the huge value our expertise can add to their ability to deliver policy, including at speed. As we continue to build relationships, I anticipate an increasingly effective trust-based partnership, which will be transformative for research and innovation in the UK.</p>

63	How are you working for Office Staff to get paid as well as the Scientists, who's pay you worked for last year? I am told that the new pay system will benefit all the same, so how do we catch up? Or are we left behind forever?	UKRI was able to make a case to HMT for new pay scales for scientists and engineers based on data relating to our ability to recruit to these key roles and the relevant market for these roles. Our inability to recruit to these roles was creating a critical risk to UKRI and its ability to deliver science and engineering in the Centres, Institutes and National Laboratories. Our data would not support a special case for roles outside of science and engineering. We are working hard to improve pay and it remains our intention to submit a pay flexibility case in 2024 so that we can put more money into our paybill and introduce a form of capability based pay progression. We are, however, subject to significant constraints as a public body and achieving such flexibility is complex and takes time.
64	Once an election date is fixed we will get political parties canvassing door-to-door. I urge people to ask them about their science policies and explain to them the importance of R&I to the country. Hopefully this might send a message to some future MPs that science funding is essential.	Comment noted.
65	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?	
66	In light of last year's years bullying of UKRI by Michelle Donelan, has DSIT been aware of the proper communications channel and has a bullying complaint against her been filed?	In response to the Secretary of State's letter to me we were able to work together, moving rapidly to put in place a well governed, principled and evidence- based process to ensure the issues were properly investigated. For council executive chairs, the new permanent appointments will result in four women and five men. The other ExCo members are also evenly balanced between genders (2 men 3 women) with only one post due to change.
67	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?	
69	I am still waiting to hear back from my STEM pay appeal in STFC. When will I hear back?	

70	December can be very difficult for introverts when many are forced to go to Christmas meals or other social gatherings with their team when they feel really uncomfortable with this. Can managers please be reminded to ensure no-one is put under pressure to go and stop them being called The Grinch/Scrooge if they don't want to partake.	Thank you for sharing this. We understand that colleagues feel differently about these situations and we would recommend having an open and honest conversation with your line manager during a 1-1 to share how you feel about social situations.
72	When will we get a pay rise above inflation? Unless you promote us all we are just losing money every year	Pay increases are controlled by Government pay policy as set out in the annual pay remit guidance. https://www.gov.uk/government/publications/civil-service-pay-remit-guidance-2023-to-2024/civil-service-pay-remit-guidance-2023-to-2024 . UKRI is fully aware of the impact of these arrangements.
73	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?	
74	With senior leadership moving on, will UKRI be pushing for a more even gender split of senior leadership?	For council executive chairs, the new permanent appointments will result in four women and five men. The other ExCo members are also evenly balanced between genders (2 men 3 women) with only one post due to changing.
75	There are rumours of a delay to the SHARP programme - is there an update?	live answered
76	isn't that voluntary redundancy in everything but name?	No, it's fundamentally different. The Voluntary Exit Scheme allows colleagues to choose whether or not they wish to leave and if this is agreed, this can be facilitated on a compensation package. This is different to a redundancy where the role is removed and the colleague in the role leaves the organisation after a period of being considered for other roles. There is very limited choice in the second option.
77	are you already looking at specific areas that you would like to target	Please clarify the question
78	Could you clarify if there are any plans to bring people into the office similar to other companies such as Nationwide?	live answered
79	Will early exit have the same compensation as voluntary redundancy	
80	Is the recruitment chill being lifted this year (assuming we'll have met the relevant FTE targets)?	

81	What's the difference between a voluntary early exit programme and voluntary redundancies?	A Voluntary Exit Scheme allows colleagues to choose whether or not they wish to leave and if this is agreed, this can be facilitated on a compensation package. This is different to a redundancy where the role is removed and the colleague in the role leaves the organisation after a period of being considered for other roles. There is very limited choice in the second option.
82	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?	
83	Where are we on our FTE target numbers? How many more roles need to go before the end of 24/25?	
84	Senior Exco UKRI leaders seem very distant from the day to day realities of researchers and SME's. Would Ottoline ever consider spending a few days shadowing staff who support customers every day?	<p>Many ExCo members, including me, are on secondment from research roles in academia. This means we have very long- standing and continued direct understanding of the day to day realities that researchers face. Many of us also have significant interactions with research administrators in universities and institutes.</p> <p>I had less familiarity with SMEs before starting this role, but I have enjoyed meeting many founders over the past few years and learning about their priorities and how we can support them better.</p> <p>We also all interact regularly with various representative bodies such as AIRTO, ARMA, UUK, TechUK, UKBSA etc.</p> <p>If I were to spend time shadowing colleagues at UKRI, it would be to understand better colleagues' working day and priorities for improving tit. I have found survey results, discussions with staff groups and the webinar questions very helpful in this respect.</p>
85	Does that mean it is highly likely that we will have surplus people and need to reduce number via such means?	
86	Please can [REDACTED] clarify the difference between 'voluntary early exit' and 'voluntary redundancy'?	A Voluntary Exit Scheme allows colleagues to choose whether or not they wish to leave and if this is agreed, this can be facilitated on a compensation package. This is different to a redundancy where the role is removed and the colleague in the role leaves the organisation after a period of being considered for other roles. There is very limited choice in the second option.
87	Could we please have an update on SHARP? It seems to be status red again; does this mean it won't be ready in time for April?	live answered

88	How soon will the Voluntary Early Exit opportunity information be shared? i.e. 3 months? 6 months?	
89	is it true that Ottoline plays D&D?	I did indeed play D&D for many years during my student days and later with my children. Lots of researchers like D&D. I think this comes from our love of creative problem solving.
90	have car parking spaces been allocated to the new tenants of block 1?	DWP have a ringfenced amount of car parking and this is linked to the volume of space that they occupy and not to how many people they have operating from Polaris House.
91	When capability pay is introduced – will people get a base pay rise and then a little extra for the capability element? Surely everyone will need to get a cost of living payrise and the extra for some people will be taking some of this away from the majority. Where is the extra money coming from if this is not the case? Inflation has eaten away at our wages in the public sector for years.	It remains our intention to submit a pay flexibility case for the introduction of a form of capability based pay progression. We are currently designing the framework which will support this and modelling the numbers. It is likely that the new framework will take some years to fully implement. We will share more details with staff in due course.
92	Please can we have an update on the progress of the UKRI moonshots programme?	
93	When will the service from UKSBS be improved? They can't even get basic pay increases correct.	The vast majority of pay increases were implemented correctly. Where mistakes have been identified or raised these are being dealt with. Implementation of the 2022 pay award was exceedingly complex to manage in respect of moving nearly 50% of roles to the new S1 and S2 pay arrangements and dealing with the recalculation of all the subsequent pay changes after 1 July 2022 through to October 2023. As a consequence some mistakes were made which have been or are being rectified.
94	We have been told that UKRI are about to embark on a 'major' restructure. Please could somehow elaborate on that and what that means exactly.	We have been gradually moving into the implementation phase of for our new operating model. A number of changes have already taken place, such Health & Safety being led from STFC, creation of the Chief Information Officer function and appointment of Interim Chief Data Officer, as well as appointment of the Funding Service Delivery Authority leading to harmonisation of various groups and committees to streamline and simplify decision-making.
95	When will the operating model be implemented? what is the timescale?	
96	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?	

97	How is UKRI dealing with staff who have low motivation after the recent introduction of STEM pay bands?	
98	Q for all senior leaders on this webinar: do you think UKRI is objectively a better place to work at since it's formation in 2018? is there anything you would have done differently?	We have 8000 staff in a very wide range of roles. I am sure their opinions on this will vary. From my point of view, while we are currently operating in a very challenging environment with the amount of change we are having to absorb, nonetheless the feedback I have received from many colleagues (and stakeholders), including in anonymous contexts, is that things are going in the right direction and that they enjoy working at UKRI. I certainly feel that we are making progress toward realising the extraordinary potential from the formation of UKRI, which is a key reason I enjoy my role.
99	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	
100	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?	
101	What would the panel like UKRI to have achieved, and be celebrating, by the end of 2024?	live answered
102	with regard to env sustainability please can you speak on our still funding in fossil fuels based research	
103	When I first started 5 years ago, part of my induction was receiving a water bottle and a insulated coffee mug. Can we return to this for increased sustainability?	Good idea. One for the HR recruitment and/or onboarding teams
104	I brought in my own coffee cup and was told I could not use it due to health and safety!	The catering team at Polaris House are unable to rinse or clean cups prior to filling. If they feel that any cup is not suitable for re-filling then they have the right to refuse to do so.
105	We've seen some organisations like Nationwide building society mandate that the majority of staff go to the office 2 days a week. are there plans for ukri to increase office attendance in the future?	live answered

106	How is work progressing on developing an in band progression mechanism in time for inclusion with our 2024 remit (if the guidance allows)?	live answered
107	When interacting with political parties on the run up to the election, how do you intend to respond to attempts at science denialism, such as "Kicking woke ideology out of science". As a [REDACTED] I constantly see attempts at reducing my rights, and political promises to censor positive research in this area worries me greatly.	There is widespread consensus on the importance of research and innovation for the UK's prosperity. Our role is to continue to make the case that investment in research and innovation is excellent value for money providing opportunities and benefits for all.
108	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.	
109	How are we ensuring that recruitment, particularly of senior leadership, results in a more diverse workforce and a better gender balance?	
110	Are UKRI looking at creating more meeting rooms. It grows increasingly more difficult to book meeting rooms on particular days within Polaris House.	There are no current plans to construct more rooms. With Restack now completed we have created many more meeting and collaboration spaces along with areas that individuals can occupy for Zoom call, focus work etc. This should relieve the pressure on the physical meeting rooms. There are still considerable bookings on rooms that are not fulfilled. We have implemented the check in functionality which goes some way to optimising use but there is more work to be done on behaviours of users
111	Just a comment - I haven't seen anything that says you can recycle coffee cups at Polaris House. There's also nothing on the cups themselves to say they can't be recycled in the normal bins so yesterday I put one in the cardboard recycling bin (I know better to bring in reusable cups but forgot mine yesterday). In general, I find it hard to tell what can and can't be put in the recycling bins, particularly food waste. More guidance on this would be helpful.	A fair point on labelling and what can and can't be recycled. the Costa cups do have messaging on them asking the buyer to return it to the restaurant for recycling. The cups cannot be recycled as cardboard due to their wax content. The lids can be recycled as plastic. Unfortunately we do see a lot of waste stream contamination where non recyclables have been placed in recyclables. Perhaps an awareness campaign would improve this as we all have an equal part to play.
112	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?	
113	[REDACTED] [REDACTED] [REDACTED] [REDACTED]	live answered

114	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.	
115	Just a point on terminology - reusing IT and office quipment is not "recycling" as █████ suggested. It is a step up the waste hierachy: "reuse". This is relatively basic and it is concerning it is not understood by those most responsible for making UKRI a more enviromental sustainable organisation	Comment noted.
116	When will SHARP be ready?	live answered
117	Can you give us some idea of what UKRI has proposed/is planning to propose to DSIT/HMT relating to future within-grade salary increments?	It remains our intention to submit a pay flexibility case for the introduction of a form of capability based pay progression. We are currently designing the framework which will support this and modelling the numbers. It is likely that the new framework will take some years to fully implement. We will share more details with staff in due course.
118	I understand we were all due to harmonise to UKRI terms and conditions on the rollout date of the SHARP programme. Will delaying rollout also delay this harmonisation?	live answered
119	was the payroll team processes reviewed after the massive issues with back pay and pay increases a number of people received over £8k extra in their pay packet in November but then some are struggling to get their Dec back pay and increase in their 23/24 salaries, why did it go so wrong.	The number of issues were not massive. Where there were issues arising from implementation of the 2022 pay award these have been or are being dealt with. Most arose from errors or corrections in assignment of roles to the new S1 or S2 pay arrangements and some errors occurred in the consolidation of RRA's in moving to these new arrangements. There were very limited errors in payment of the 2023 Pay Award and where these have been identified/raised they are being dealt with.
120	Someone posted in chat that providing milk and tea would make the office a better place to work. Fixing broken tea boilers and water points promptly would help, ours have been broken since November.	Please raise maintenance issues with JBOS Helpdesk
122	Are there any updates on the Job Evaluation exercise to share in light of the first panel yesterday?	Please contact your HR team for an update

123	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.	
125	Do UKRI realise the poor morale among staff after the terrible pay settlements? I am poorer than I have ever been and being asked to do more work. Many people are thinking of leaving who have never said so before as all we here are new systems and the activity analysis will save us. We feel unheard, underpaid and underappreciated.	UKRI undertakes a number of activities to measure morale amongst its staff, including the annual people survey, which is discussed by ExCo and the Board. We are working hard to improve pay and it remains our intention to submit a pay flexibility case in 2024 so that we can put more money into our paybill and introduce a form of capability based pay progression. We are, however, subject to significant constraints as a public body and achieving such flexibility is complex and takes time.
126	If I feel that I'm a good candidate for voluntary early exit can I contact HR and put my case?	
127	How much extra money are the delays in SHARP costing us?	
128	Is there any analysis being carried out on the success of the new car parking booking system and if this is having any impact on how many people are attending the office? Is any consideration being given to having a system that combines both the desk booking and car parking booking together to make it more efficient and practical?	The Wayleadr system is intended to provide fairer and simpler parking capabilities for all those based at PH. The people on site vs car parking ratio has remained consistent throughout the last 12 months with only slight seasonal variations. A universal platform is being considered for desks, meeting space, car parks etc although this is in the early stages
129	Will the delay to the SHARP programme have implications for awarding grants in TFS?	
130	If the processes won't change in line with SHARP, when will the harmonisation take place?	
131	Could you give us an overview of how the new TFS system is working across the Councils?	Simpler Better Funding will be the main subject on the Wednesday Webinar on 21 February.
132	Is the link to the survey [REDACTED] talked about still open ?	
133	if SHARP will be one shared service, does that mean we won't need UKSBS any more?	
134	Why was TFS built when innovate has a Funding Platform do you see them merging	
135	Speaking as an Innovate person SHARP and joined up HR processes cannot come soon enough. Really looking forward to it.	
136	Can we please always be emailed if we need to complete an online training course?	

137	If the future pay deal is multi year what happens if you retire during the process. Will your pension be increased?	A multi year deal means that the increases in each of the years in the deal will be agreed up front. Your pension will be based on your salary and salary increases applicable to you whilst in service. Any increases from a 1 July date effective after you have left would not be applied to your pension calculations.
138	Thanks [REDACTED] for all your work to make the cases for pay rises and in band pay progression. and for your openness as ever. A tough job!	Thank you
139	with regard to env sustainabaility please can you speak on our still funding in fossil fuels based research	
140	[REDACTED] [REDACTED] [REDACTED] [REDACTED]	
141	Surely the PH restack was a step towards remote working - the lack of space certainly discourages me from going into the office as regularly as i used to	The objectives of Restack were to deliver on the outputs of the Future Workspace program. In the main this was to move away from the 'sea of desks', create more space to work together as teams, collaborate and areas for quiet focus. If you are experiencing a lack of space is this in relation to the vast openness that we all experienced post lockdown or do you feel that space is stopping you being productive. If the latter then please contact [REDACTED] and they will be happy to discuss and help. Or speak directly with your Working Group members. Details on the Source
142	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.	
143	UKRI/the councils were a much nicer place to work at when we were in the office	
144	[REDACTED] just said "drive our productivity" , are we not working hard enough?	
145	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.	

146	In the last pay review 'scientist' were prioritised over non-scientific roles meaning that these posts had significant pay increases and absorption of RRAs. Why are the non-scientific role now not being prioritised for a pay review to make this a fair process? Promotions and scale pay rises will not be equivalent and promotions will be unlikely according to my manager...	UKRI was able to make a case to HMT for new pay scales for scientists and engineers based on data relating to our ability to recruit to these key roles and the relevant market for these roles. Our inability to recruit to these roles was creating a critical risk to UKRI and its ability to deliver science and engineering in the Centres, Institutes and National Laboratories. Our data would not support a case for roles outside of science and engineering. UKRI is a large organisation and there are many opportunities for promotion for those individuals who are ready to work at a higher level.
CF13DEC9	Can we please have more webinars on poor mental health?	
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?	
CF13DEC36	Following news that central Govt departments are instructing staff to return to the office at a minimum 60% working time is there any intention for UKRI to adopt a similar stance?	Answered live
CF13DEC37	Does UKRI sponsor work VISA for the Talented and skilled Candidate.	
CF13DEC38	What is your favorite board game [REDACTED]?	
CF13DEC45	There are so many staff going into Polaris House when unwell with coughs/colds etc - can colleagues please be reminded not to do so?	UKRI colleagues should continue to follow the government guidance as this is published on the NHS website. The specific advice for this scenario is available here. https://www.nhs.uk/conditions/covid-19/covid-19-symptoms-and-what-to-do/
CF13DEC54	Who is deciding/how is it decided what's "viable" in the TFS "minimum viable product"?	

CF13DEC5 6	[REDACTED]	
CF13DEC5 7	[REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
CF13DEC5 8	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	
CF13DEC6 3	[REDACTED] [REDACTED] [REDACTED] [REDACTED]	
CF13DEC6 7	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	
CF13DEC6 8	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	<p>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.</p>	
CF29NOV5	<p>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.</p>	
CF29NOV20	<p>The SHARP programme is currently Red. What are the implications of this for a timely launch?</p>	
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	<p>BBC Radiophonic lab in the 1960's could of used this type of funding</p>	
CF29NOV59	<p>I asked this question at the 17 May webinar but it was never answered. How will delegated authority work when SHARP is introduced?</p>	
CF29NOV86	<p>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?</p>	

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)?	
CF1NOV14 6	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?	
CF1NOV15 8	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?	
CF1NOV15 9	Where can i find UKRI's code of practice/conduct for advisory group members? is that a harmonised code of practice?	
CF18OCT9	<p>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.</p> <p>How can we go about this when, in most cases there is no opportunity for promotion unless someone leaves the orgnaisation?</p>	

CF18OCT1 6	<p>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</p> <p>"WP1: The Implementation phase grant administration is made up into the following elements:</p> <ol style="list-style-type: none"> 1.An accessible, secure and easy-to-use application process, including assessment, due diligence, awarding and payment. 2.Applicant support, including briefing sessions and on-demand assistance. 3.Mechanisms to monitor, change, close, reconcile and recover grants." 	
CF18OCT4 1	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?	
CF18OCT5 8	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?	
CF18OCT8 1	<div style="background-color: black; height: 1.2em; width: 100%;"></div> <div style="background-color: black; height: 1.2em; width: 95%;"></div> <div style="background-color: black; height: 1.2em; width: 90%;"></div> <div style="background-color: black; height: 1.2em; width: 80%;"></div> <div style="background-color: black; height: 1.2em; width: 15%;"></div>	
CF18OCT8 8	What is the current exit rate of UKRI staff?	
CF18OCT1 02	<div style="background-color: black; height: 1.2em; width: 95%;"></div> <div style="background-color: black; height: 1.2em; width: 90%;"></div> <div style="background-color: black; height: 1.2em; width: 80%;"></div>	

CF18OCT1 40	How will the Government Capability Review of the UKRI Communications function feed into the activity analysis and final organisational design?	
CF18OCT1 92	<p>██</p> <p>██</p> <p>██</p> <p>██</p> <p>██</p> <p>████████</p>	<p>██</p>
CF18OCT2 23	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?	
CF18OCT2 34	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	<p>██</p> <p>██</p> <p>██</p>	
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?	

CF4OCT12 4	<p>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?</p> <p>What other options are available to us besides breaking the law to protest against government policies on climate change (as Chris Packham recently asked)?”</p>	
CF20SEP1 8	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?	
CF20SEP1 9	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.	
CF20SEP3 8	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?	
CF20SEP4 0	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?	
CF20SEP5 1	[REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED]
CF20SEP5 6	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	
CF20SEP6 0	[REDACTED] [REDACTED] [REDACTED] [REDACTED]	

	<p>[REDACTED]</p> <p>[REDACTED]</p>	
CF20SEP8 9	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	Comment noted.
CF20SEP8 4	Are the effects of using narrative cvs on Ukri staff time/ processes etc being measured and evaluated?	
CF20SEP8 5	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?	
CF20SEP8 6	Could narrative CVs potentially be rolled out for UKRI staff recruitment?	
CF20SEP8 7	<p>Thank you all, this was really insightful.</p> <p>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?</p>	
CF20SEP8 9	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?	

CF20SEP9 4	Is there any difference between the way that neurodiverse people write R4RI vs non-neurodiverse people?	
CF20SEP9 7	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.	
CF20SEP9 8	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?	
CF20SEP1 31	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?	Simpler Better Funding Show and Tells are streamed via Zoom Webinar. Zoom links can be found via The Source [REDACTED]
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?	

CF6SEP10 7	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?	
CF6SEP13 6	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?	
CF23AUG1 7	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?	
CF23AUG2 3	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	
CF23AUG8 2	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?	
CF26JUL10 6	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	<p>████ - 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.</p>	
CF12JUL31	<p>Innovate UK needs more business facing Innovation Leads and customer support teams. Without frontline staff we cannot identify the needs of business.</p>	
	<p>There seem to be more people in central UKRI than the whole of the frontline staff. How can that be justified?</p>	
CF12JUL38	<p>Whats all this talk of discretionary time? Could you define this or are you confusing it with people working above clocked hours?</p>	
CF12JUL51	<p>That's an insensitive message to people already in these 'science' roles (you're second-best, not that talented, but you were cheap)</p>	
CF12JUL58	<p>"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?</p>	
CF12JUL65	<p>if there is awareness of issues with resourcing/pressure on staff what are the measures being taken now to help staff? not clear to me what is being done now to deal with these but maybe i missed it from the answer.</p>	
CF12JUL77	<p>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!</p>	

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 ?	
CF14JUN14 1	Are we able to see figures on headcount and progress against our target?	
CF17MAY1 11	If parts of UKRI have a culture of bullying and harassment as [REDACTED] has implied, will the senior staff responsible for those areas be held accountable?	
CF19APR6 5	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	

CF19APR7 2	When will the headcount caps for the coming year be confirmed?	
CF19APR7 6	How can we commit more resource to any team when we have to make a 17% reduction in staff costs?	
CF19APR8 2	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!	
CF19APR9 3	when will the priorities happen as we are suffering now....not when you have thought about it more.....	
CF22MAR1 31	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?	
CF22MAR1 35	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?	
CF25JAN45	For ██████ - 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 ██████ - 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 ██████ 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?	