Hello everyone, and welcome to this Future Proofing Yourself session today, it is great to have you all with us. This session will focus on the skills that are needed for the modern Civil Service, as part of this Skilled People theme. I'm very keen to hear what our expert panel have to say. I'm conscious that, some of the things that we've been impacted by recently has been Brexit and I thought that was quite a big thing, and then we had COVID-19. I know it has been a very bad disease, but hopefully we can learn from that as well and we've got panel members and experts that can contribute to that, we've also had the smarter working provisions and automation. Just by way of an introduction - my name is Dominic Arthur, I'm Director of Pensions and Government Recruitment Service, which is part of Cabinet Office, Civil Service HR. I'm the moderator for today, and I'm hoping that as we go through things today, we're going to have a big deep dive into some of the important issues that have come up over the last few months and years. So feel free to pose your questions to the expert panel, and hopefully we'll be able to answer your questions. Firstly, though, let me go to each one of them, to allow them to introduce themselves by starting with Matthew, and then after Matthew, we'll move on to Gerri and Julie. Then finally, last but by no means least, Katie. Over to you, Matthew.

Thanks very much, Dominic and hello, everybody. My name is Matthew Davies and I work in Civil Service HR, particularly on the employee side of things. We've had a great experience in terms of, working out what our priorities are, and what skill sets we needed and how we need to just switch to meet the various demands that Dominic's just laid out.

Hi, I'm Gerri Clement. I'm currently the Programme Director for the Shaping Our Future programme, which is the Civil Service HR element of the programme called Places for Growth. During the run up to 'no deal' when we were preparing for that in 2018 and 2019, my role was to be in charge of cross government resourcing, particularly around capability and capacity across government departments that were particularly impacted by no deal. I also happen to be the co-founder of the cross government Social Mobility Network.

Thanks Dominic and hi I'm Julie Algate, one of the strategic estates leads within the Cabinet Office Estates Team and a career civil servant, having been in the Civil Service for 37 years, working across several departments and having worked through many changes. I've been with the Cabinet Office for nearly two years following the transfer of Civil Service HR into Cabinet Office. Through my career I have over 20 over years experience of managing change, from major IT changes to people changes, and more recently estates. Pre COVID-19 we had already looked and started to implement different ways of working, introducing touchdown zones and collaboration spaces within some of our offices. As a result of COVID-19 where we've all had to work differently and we now have the opportunity to really look at smarter working.

Thank you, Dominic. Hi, I'm Katie Rhodes and I lead on policy and strategy for Government Automation. I joined the Civil Service as a Fast Streamer, and joined this area when we were just a two person team in Cabinet Office. Now we're growing and focusing more on the strategic impact of automation and AI on government, and the acceleration of the adoption of this technology specifically. People play a really large part in that process, so I'm excited to talk about the future of the Civil Service in terms of automation.

Katie, yes, exciting indeed. I mean, I'm quite excited by the panel that we have and I was just working out through in my head, that actually, if we look at the number of years that some of the colleagues here have spent in the Civil Service, we're probably knocking on 100 years in total. So great experience to bring to the table. So perhaps just move on to the actual the meat off of it, and perhaps I'll start with you Matthew and your experience in COVID-19. I know we've had various conversations about this in the past, but it would be good to understand from your viewpoint being at the centre of our response to COVID-19, and the impact on Civil Service and leading the policy response on behalf of civil servants and employee policy. What has emerged to you as the most in demand sort of skills during this period of national crisis? And what skills do you think will be more important going forward into the future?

Thanks, Dominic. So it's been a really interesting period, because I think some of the demand has been obviously the pace but a lot of the demand has been actually things that we haven't faced before. So questions that we haven't needed to answer before. A lot of the questions actually haven't been questions that sat easily in one area. So what we've really had to try and do over the last period is work better together in order to meet those challenges. So that has meant both working across departments to make sure that we came up with quick solutions to ensure that civil servants have the same options of support and care and information open to them. But also really importantly, in the centre when we're getting those very, very difficult questions around face coverings, around health and safety questions, around buildings, for example, that we're all involved. So we have people with property expertise, we had health and safety expertise, we had HR expertise, as well. And actually one of the big pieces learning for me is when we've got these really big issues that go across government, we really need to work as a collective across the professions and functions in order to get to the best solutions. I think therefore networking skills that have been really evident in some colleagues, and others who have had to grow their networks really quickly, so I think that's something for now, but also something for going forward. I think there's lots of professional skills that have been evident, so that people are better able to manage projects quickly, and those people who have had that sort of commercial know how to reach out. Never before have we reached out so much to the private sector, for example, to bring furloughed workers into support us. So there's been a whole range of new cross working skills, which I think will certainly need to take forward. But one of the things that has really sat with me, I suppose, are what some people might call the softer skills. And I'm a bit biassed here because I'm one of the people who designed some of the success profiles that we now use across government. But actually if we think about some of the behaviours around making really effective decisions and being able to do that in a timely way, and perhaps with not all the information that we've wanted to have. Perhaps if we think about some of the problem solving that's going on, it started to me to think about some of the behaviours and strengths in that space. So leaders have had a huge challenge during this period, in terms of people's well-being and the remote working that's been going on. Actually being able to really explain things even though you don't have the facts fully as a leader, has been an incredibly important skill and it's tested a lot of people. Being able to motivate people in a very different way from perhaps how you traditionally did - we haven't been able to walk around the office and sort of check in on people who have to really think innovatively about the ways that we might motivate. For leaders, but also for individuals there has been a high need to take responsibility for things and actually one of the things that I've really enjoyed seeing some of the governance being stripped away, because people have stepped into a space. I really think there's a huge piece of learning culturally for us as we go forward into into the next challenge. There's also an awful lot about seeing things as a challenge of bringing

your resilience to the fore, so some of that strength base stuff around how you build your resilience, how you build the resilience in your teams has been massively important. So I think it's that combination, of behaviours and strengths which I would really like to think form the foundation of where we go. So one of the biggest learnings for me is, we don't necessarily need the permission to do things that we thought we needed. We actually need to move into that space and do them. So hope that's helpful.

Yeah, that's very helpful Matthew, fascinating stuff. Thank you and yeah, I'm always reminded by how closely you work with my Government Recruitment Service team at pace, and it's fascinating to see some of the things that you've developed. I like how you brought it back to the Sucess Profiles and that balance between behaviours and strengths, and trust you as occupational psychologists to get that sort of that feeling, thank you. Perhaps if we just move on, I'm sure there'll be themes that are coming through in terms of Gerri's experience, being at the centre of all things Brexit and matching thousands of roles to enable civil servants to move into other areas and balancing that demand and supply as part of the resourcing hub. Gerri, what skills did you find to be most needed during the Brexit matching? And what skills did you find to be in short supply? Were there any that were different to Matthew's experience, when you were leading the Brexit Hub?

Thanks Dominic, there were skills that were needed across a broad range, but the ones that were most particularly called on during the run up to Brexit, were operational delivery skills, programme and project management, commercial skills, policy, and analysis. So I suppose that covers a broad range of the professions that we have in the Civil Service. Those were the ones that were most in demand and across a number of different departments, and it wasn't just a traditional operational delivery departments that needed operational delivery people, there were some operational centres that needed to run 24/7, and people were required to lean in there. Those were the skills that we say will come from expertise, and I didn't know that Matthew had a strong hand in Success Profiles, because I was going to come to Success Profiles next. If we think about people moving on to work at rapid pace in an area that was different to what they have been delivering before, there are a number of things that from the Success Profiles that stuck out to me. Not only for those who are moving into new roles, but also those who are receiving them into their teams. So, if we think about those who were moving initially, they were taking their expertise because that was absolutely what was needed in order to deliver. But what they also needed were the behaviours on being able to change and improve the area that work they were going into, to really use their expertise and feel confident in doing so, rather than waiting for permission for someone to say this is what you need to do. There was far more proactivity on being able to improve things. There was also a strong sense of leadership that was needed by people who moved across, they need to be able to demonstrate their pride and passion in the Civil Service quite quickly because they were going into new teams that needed to deliver very quickly. There was also a very strong element of being able to develop themselves and others.

There were a number of occasions, hundreds of occasions, where people moved into areas where the security classification of what they were going into was much greater than they were experienced before. So some tailored training, particularly around security was provided for people who are moving. This meant that they not only needed to adopt a new way of thinking in terms of what they were delivering, but also adapt very quickly to why they were being told, what they were being told. And it

meant sometimes a change in behaviours and what they were doing. So the skill to be able to adopt and adapt to really move very quickly, not in the delivery of what they were doing only but also in their learning development was absolutely critical. On the side of those who were receiving them into new teams, there was an absolute need for really strong communication skills. They couldn't assume that people were able to learn necessarily in speed that was needed from their colleagues. So there needs to be some very clear deliverables and a way of communicating those deliverables. That I think was probably the strongest thing that came out that was needed from team leaders, as well as being able to adopt a new way of working. We had pushed for something called work to the people rather than people to work. So rather than moving someone wholesale into a London based role, we suggested the work could move to people or teams. With varying degrees of success, but actually, the green shoots that we provided during Brexit, enabled departments and teams to be able to deliver that more quickly during the current situation,

Thanks Gerri, very helpful, very useful stuff, and that's quite interesting of not just about people to work but taking the work to people. Certainly my experience during COVID is a bit to do with the Brexit preparation as well, but mainly to do with COVID- 19. The way I work has changed quite dramatically, I used to work, at least try and work, one day a week from home but now predominantly working from home, in fact, five days a week, most weeks, and, you know, I have to balance family life. I've got two young children, one of which is back at school nursery at the moment and balancing that has been great, but but it has been challenging in some ways. I know speaking to my teams in the pensions and recruitment service, that different people have had different challenges, whether it's having a parent or having children, but most people have enjoyed that flexibility. But one of the things that has constantly been on my mind is around sort of smarter working, and the tools that that brings when we are predominantly working from home, and what that future may look like. Obviously, different departments have got different requirements and different individuals will have different requirements. So Julie, I think this is where I come to you with your expertise around data and smarter working, how do you think smarter working has played a part in all this so far, both in Brexit and COVID-19. In terms of looking at the future or the future civil service, and the skills that we may need? What do you see to be the meaning of that for for the future of the wider Civil Service? Julie...

Thank you, Dominic, and a couple of very interesting questions. I think smart working in relation to COVID has enabled us to to move forward more quickly, in our ways of thinking around it and linking to some of the stuff that Matthew has said in his session. I thought it would be helpful just to give a little bit background on what we mean by smarter working, because people will say, oh, we already are smarter working. Just working at home isn't smarter working, there's a little bit more to that is a fundamentally different way of thinking. So what is smarter working? So in the context of a typical working week, so pre COVID, it involves us looking at the range of tasks that we've got to deliver, do, etc, and what environment do we actually need to be in to deliver those tasks. So at a very basic level it is about the organisation giving the staff permission to work in flexible ways. They get to choose where best to work from and when, and you alluded it to in your opening bit there Dominic, it's about the location, flexible working start and finish times, juggling the childcare, it isn't just about working at home rather than in an in an office. To help us to understand smarter working I think we need to change our focus on the word work. So we say, I'm going to work, well going to work at the moment means going to a different room or a desk or a kitchen table, etc. So we move from thinking of it as a place that we attend and move it

towards an activity that we do; we've all done it, I'm at work tomorrow, I'm going work tomorrow. Then the next fundamental bit is to look at the quality of the outcome, that's really important with smarter working, rather than the traditional way of you having to be seen in the office, or your managers having to have staff in front of them. So in contrast to sort of more formalised flexible working arrangements for an individual, it makes flexibility the norm for everyone. This is obviously subject to a business need, but it allows people to have a better work life balance, it can be a challenge and i'm not for a minute saying that there's not challenges with this, but there's a lot of feedback because of what COVID has done. The reason it gives people that better work life balance is it actually allows staff to have permission to have influence over their working day, gives them a sense of control over over their life and how their day goes etc. So there's a very smart and strong link between smarter working, trust and behaviours; again, linking to some of the some of the stuff that Matthew was talking about earlier. So if you empower people to develop a greater sense of ownership, it motivates them in the day to day life, so trust is a really powerful motivator. Not to say if the trust is abused, it cannot be taken away, obviously normal performance management would apply in terms of behaviours. So if you take it in two steps - up until pre COVID, March, when obviously we all went into into lockdown, it's fair to say that not every department was was enlightened by smarter working. Quite a large number were very wedded to having the staff in the office and managers had to see them, and they've got to be in five days a week. So when March came about and lockdown happened COVID-19 consciously uncoupled us from having to be in the office, but we've continued to deliver business. It's actually put everyone in the same place from the most senior members, so including ministers had to do Zoom meetings that we're doing today, to the most junior member of staff; its like a level playing field. It's not to say that everyone's circumstances support working at home, but it has enabled departments to really think about who needs to be in the office and when, and what jobs need to be done by a physical presence. It has led to a shift on thinking that remote working could become default. This is not just about working at home, remote working is different, it is about working from anywhere. So in terms of what is currently happening, so the phase two return to work and this is across all government departments, we are already starting to look at how we reopen workspaces, inlcuding policies and the ways of working need to be reviewed. Conducting lessons learned on the impact of staff of working differently and working that through with the government property agency, CSHR and other estates teams, recognise that this is about people and behaviours in an evolving culture. There's an awful lot that's been done, and I'll just quickly run through the sort of the enablers to really getting smarter working embedded in our organisations and reflect where we are now and where we can make changes. So it is about organisations and reflecting on who needs to be in an office, what roles will lend themselves to work remotely. It recognises that this really does mean of change of management and robust support mechanisms, and actually looking at what we need from our estates in the future moving away from traditional rows of desks. So COVID and as a result of it, has allowed us to look at this sooner and really look at what this means. There's a whole host of products, questions, enablers, to build the right environment, technology, culture, to support managers and staff alike, and looking at what we need in the offices to equip this. So that there's a whole set of enablers to get us to work well, but but we're really in a good position now as a result of COVID to really sort of start to get underneath this, and move away from the traditional. So I'm going to end my little session off with a quote that my colleague who works on smarter working gave me he says "it takes 21 days to form a new habit", meaning that once you've done something for period of time, it becomes the new normal, and we within the Civil Service need to create what that new normal looks like.

Thanks, Julie, very powerful. I do like the way you put the earlier point about actually getting that opportunity that COVID (terrible as it is) has given us. It will be such a shame that we go back to the old normal. So I think you're probably right that we need to seize this opportunity, to use the Prime Minister's phrase, to make an impact going forward. You've introduced some key subjects there, obviously, whilst we're working smarter and thank you for putting the right, smarter working and isn't just about flexible working from home, which is absolutely key. One thing that that has been thrown in, especially off the back of COVID, that I'm very much open to (using that quote that you gave to me) is, I'm very much open that we don't go back to the old school, if you like. Its automated and sort of IT and every time I talk about automation, or I mentioned that word, the first thing that comes to my mind is Will Smith, film IRobot and robots taking over the world, and this is where I'll bring you in Katy, it's good to have you on board. But I know that it's not about sort of robots taking over the world, there's more seriousness to automation than that. So in terms of the great work that you and James and others have been doing,   what does the future look like in terms of automation, and perhaps relating it more to the future, the current civil servant, as a future civil servant, and what opportunities automation might introduce for us and how we make sure that we upskill ourselves now and towards the future to make sure we're prepared.

Thanks, Dominic, and I found myself nodding throughout all the sessions, because there's lots of themes that I can tell I kind of core to what we've all been talking about. I hope you'll carry on with those themes. So I want to talk a little bit about automation, like you said, Dominic in the context of a modern civil servant, and what that means. So for me, I've kind of divided it into three different areas - the first is compassion and empathy, so focusing on those softer skills that Matthew is talking about, the second is productivity, and the third is mindset and culture. So it's quite well known as global best practice, really, that automation has a three strand approach, which is people, process and technology, and for the more, mature adopters data can also be put into that as well. But it's not by chance that people is the first part of that trio. Because people, arguably the most important aspects, and McKinsey published a report a couple of years ago, on the impact that automation will have on the workforce. What they found was that there will definitely be an increase in demand for tech skills, both basic and advanced, but maybe more surprisingly, there'll be an increase in demand for social, emotional and creative skills. So that takes me to my first theme, which is compassion and empathy. And I'm glad that you brought up the Will Smith film Dominic, because I've had lots of conversations with friends and colleagues and peers about AI and automation, and there's perhaps a little bit of fear and misunderstanding around it. About a week ago, I watched a TED talk by Kai Fu Lee, who was a tech executive at Microsoft, Apple and Google. And it was entitled 'How AI can save our humanity', and he talked about how creative jobs will be protected. And what AI and automation will really do is take away our routine jobs, but the routine jobs aren't what we're about or what we're best at. Because humans are uniquely able to give and receive compassion and empathy, and that's what really differentiates us between automation and AI. And this compassion and empathy can really help us deliver personalised services to citizens that need it most. So it's really the human, plus the technology, that creates the best outcome. Next, I want to talk a little bit about productivity. So we know that civil servants work hard, but every team seems to have resource gaps and is often overstretched. So there's no real surprise that there's a gap between private and public sector productivity. In fact, the policy exchange says that between 1997 and 2012, the private sector saw an increase of 24% in total output per job, whereas the equivalent in the public

sector was just 9%. With the a public that's now accustomed to instantaneous service delivery through our one click consumerism on Amazon, through delivered to our door through deliveroo and streaming online through Netflix, how are we supposed to keep up with this pace of change? One way to do this is to equip our teams and organisations with the best tools and systems to optimise service delivery and the citizen experience. And automation can play a big part in that. The third thing that I want to touch on is mindset and culture, and I know that these have been touched on in the previous sessions. With tech advancing at the pace that it does and our socio economic landscape being as complex added as it is, change really is the only constant. So organisations have to go through a mindset change to adapt to this new normal that we're talking about, and create cultures of lifelong learning that don't just end with our formal education. And the ability to build resilience within our teams and organisations, and of being a civil servant in the last couple of years has taught me anything, it's that resilience is key to delivery, if it's challenges through Brexit or the current pandemic of COVID-19. So this mindset shift should include experimentation and innovation, with leadership, able to provide cover for their teams to take managed risks. And we've recently had a new Permanent Secretary appointed, Alex Chisholm, and he's been a longtime fan of automation from his days BEIS. His approach is three pronged and he talks about Discover, Extend, Invest. So discover what we have and where we have it, extend what works by rolling out solutions across government, and invest in more experimentation and innovation. So really, people are the most important part of making sure that we get the most out of automation and it's about our leadership, allowing and enabling them to be creative, compassionate, empathetic, and resilient.

Thanks, Katie, that's very helpful and I'm glad you've relieved my fears that automation doesn't necessarily mean losing my job. But I think it's quite an important point you make about that figure of 24% of private sector and 9% within the Civil Service. That's quite stark, isn't it? I think he breaks it down. I like the Discover, Extend and Invest point that that demonstrates a clear line of sight for me. That's very helpful, fascinating stuff, thank you very much. I'm sure there'll be loads of questions from the audience which we can pick up in due course. If I stick with that Katie, one of the questions that has come through Slido and thanks to colleagues for putting so many questions and comments on slido. Can I just encourage you, so Slido is on the right side of your screen. So any questions that you have, and also you can vote for questions that have already been put on there. But if I stick with you Katie for the first question. So Alex Chisholm, who you're referred to has talked about embracing new technologies, The question is, how do we upskill in automation in line with what Alex Chisholm has said, and are there any courses that you would recommend?

Thanks, Dominic, and that's obviously a really important and interesting question. So if we focus specifically on maybe the tech side, GDS already offers introductory courses to artificial intelligence and automation both on a practitioner level and then learning to work 'with' the technologies. I know from the practitioner side, some departments have seen people through that Academy, as they call it, and then are welcoming them into their departments, as formal practitioners. Some suppliers in the industry offer introductory sessions to help navigate their low code or no code platform, so it is really quite easy to pick up in terms of skills, you don't need to know how to code. And some examples of companies like that a UI path, they have a free platform that you can have access to. But on the less specific side, and as I touched on, it's not all about tech skills, we'll need to be open to those more creative and empathetic skills and resilience. So I would recommend any kind of resilience training, but I think the first step is a willingness to adapt to change. So that's it really good way to approach it saying like, what

courses can I do? Where can I find the learning? I think that's the first step and really understanding that change is an opportunity and not necessarily a threat.

Thank you, Katie, that's helpful and willingness to adapt to change. There's a lot of change going on COVID and obviously preparing for Brexit. Can I come to you Matthew with a question off the back of that. So the question that has come through Slido is around COVID-19 and the work that we've done in that space, the question says - Matthew COVID isn't going away anytime soon, you mentioned resilience, how do we make sure that we build that resilience? Perhaps tapping into your occupational psychology as well?

Yeah, so thanks, Dom. So I think Katie answered brilliantly in terms of systems resilience, so I think what I'll do is divide resilience into three

I think we may have have lost you, Matthew there. If we have I'll bring you back in shortly. Please carry on.

I'm so sorry, everybody. I'm having some connection problems. I'm sure we've all seen that a bit over the last few weeks. So I was just saying Katie's covered brilliantly around systems resilience. So I think what i'd just pull out two other bits. The first base is across your teams and workforces, so working smarter this time....<audio connection issue>.

...resilience is going across teams, and personally speaking there's a lot of materials that teams in CSHR and other areas have produced on well being, and within that well being area there's quite a lot on mental health and resilience. If I was boiling it down, though, and just for quickness in this call, I think it's really about understanding yourself, understanding what gives you a boost, what you enjoy doing and also equally understanding what drains you, and just to try to find that balance across both activities in your work life and your personal life. Getting a blend of both in order to bolster your resilience.

Fab thanks, Matthew, you're absolutely right, whilst we build resilience as we work through these times, the internet doesn't necessarily always work, but I suppose you get that in every area, I thank you. So if I bring Julie for the next question, which is around working flexibly. So working flexibly has been brilliant, Julie, how do we make sure that we don't lose the good we've learned from working this way? So going back to the old school, as I put it...

Thank you. Dominic, that was really good news to hear that the comment of working flexibly has been brilliant, that's really good news and that's positive, and it's absolutely key that we don't lose the the good ways. So across all the departments, I do know that there's been rapid lessons learned from what it's been like, and actually now key work has started on what we're calling 'the new ways of working' and GPA are definitely working with every department, they have smarter working packs and surveys. So as we continue to look back at my session, when I talked about the phase two return to work, the phase three will be continuing to look at what do we actually need from our space. I know there are a number of departments already looking at actually what space they want to take and how they want to use it now and in the future. So it's really keeping the momentum going and making sure that we put

those steps in place. In some of the longer term things like the technology, that Katie mentioned, are going to take time but I think the first things is really grasping the culture changes and into strong leadership, and putting those key elements in place to make sure that we strike while the iron is hot. Look at really having those in depth discussion and new ways of working, and we have got the support of the ministers and the Perm Sec, Alex Chisholm. It's regularly in the press now and the discussions about the new ways of working and how different it will be, and you know, this is the new the new normal. So yes, absolutely, we will do everything we can across the Civil Service to make sure that we don't lose this opportunity.

Thank you, Julie. Yes, and it's 21 days to form a new habit, so we need to get a stop on that. Gerri, we're in full on Brexit transition now, so how can we get ready and upskill for our new global Britain?

I think in order to upskill there are probably three things that we need as individuals in the Civil Service. One is our deep expertise, that the second and hasn't been mentioned by all speakers is our agility, and the third is something that the Right Honourable Michael Gove has referenced recently, which is about cognitive diversity. So if we think about deep expertise, we come to work in order to deliver for the public good, that's our motivation and coming in. There are so many functions and professions in the Civil Service, one of the ways that we can develop our deep expertise in our chosen profession, is to look at the professional standards and the frameworks that are existing in those areas. Look at where you fit, currently and where you want to get to. I would say just strengthen your expertise. Now this doesn't necessarily mean that you will become a policy expert or a programme manager, think about the biggest, one of the biggest professions, the operational delivery, think about how you deliver, where you deliver, you become a real expert in your area, so to strengthen your expertise, wherever you happen to be. The agility part is building on what Katie was saying about a few changes and opportunity. Now, we get threatened at times by change, but we know the Civil Service will change, so look at how you might become more skilled at handling change. And then the last one is on cognitive diversity. We are so different, whoever we sit next to in the office is different to us., but if we can harness the way that we feel, culturally, look at the things that we do that are different socially or our ethnic background, our gender, our sexual orientation, all of those things give us a deep cognitive diversity - we think differently. So, be happy and bring that to the table, I would say.

Thank you Gerri and I will very much recommend the Chancellor of the Duchy of Lancaster's speech, the Ditchley Lecture is really worth a read. I would just ask one question for everyone, obviously, there's a lot of talk now about upskilling and getting ready and the fact that change is here with us. I think one of the things that the Greek philosopher Heraclitus said is that, "in life now, the only constant is change". One question for me for everyone, if we take turns, starting with Gerry, what one thing are you looking to upskill on, say over the next year or two.

What I'm looking forward to personally upskilling, is strengthening my knowledge about HR. There are so many different elements to HR - from being an HR business partner, to looking at the expert services of people like Matthew who is an occupational psychologist. I don't know enough about my own profession, so I am looking for particularly to strengthen my knowledge on how the neuro diversity of change affects us and how we can use that as HR professionals.

Thank you. So I come to you Matthew?

If you're with this, if not, I am Yeah, I'm Can you hear me though? I'm sorry. Yeah.

So I actually mentioned it in the start, but I think that working across different functions and working with people with different professional experiences and backgrounds in order to really crack the big problems. And I think the skill is just trying to look at problems down a series of different lenses and it links to that sort of diverse approach that Gerri is talking about. But really sort of opening your arms and bringing in as many different skills and experiences in, to have a conversation about the problem, I think is something I'm going to try and develop.

Sounds great. Thank you, Matthew. Katie?

Thanks, Dominic, so, for me, I'm relatively new to the policy profession, I joined in the commercial profession. I just started a course, a policy diploma course at King's College London, so that's kind of my way of upskilling in this profession. I think more generally, it's really important for line managers to make their teams aware of the fact that we have dedicated learning and development budgets and they're quite substantial and it really gives you an opportunity to both upskill yourself and then bring those things that you've learned from that upskilling or whatever course you've gone on, back into the team. My team, the Automation Task Force is actually really good at that, we've got a good culture for learning. We've launched something called the Automation Academy, so we occasionally, I think fortnightly, discuss any issues and able to upskill ourselves both on certain issues and then skills, which has been incredibly useful.

Thanks, Katie. Thank you. I'm just conscious of time was going to come to you about 5g, which has been in the press over the last couple of days at least. But I think because we haven't got enough that we might park that, but that's another conversation that we should have next time around. Can I come to you Julie at what one skill you're looking to upskill yourself on over the next 12 months or just over?

Over the next 12 months and linked to what we're talking in the thread very briefly, is I have a real passion for the leading change, taking people to change and a strong belief in the culture and embedding the culture. So for me, the one skill to take forward is learning what people, there's some departments who have already started to embed smarter working and see how other people have used workplaces differently. Everyday I learned something within the estates world and we've got new government hubs coming on board, we've got departments who are already doing this, so I'm always there's things to learn, and you can see how other people have done things, and build on that, that's the key area for me. Just to help develop that culture and the strong leadership that we've all had, through our sessions, through each of the four of us, the sessions and the strong leadership, the ethos, the resilience, etc. That would be it for me, Dominic.

Thanks, Julie. Thanks, everyone, what a great panel. I'll give you our suggest we give ourselves a virtual clap by the end. But just to say thank you - thank you to Julie, Katie, Matthew and to Gerri for a great time and thank you to colleagues as well for listening and passing on comments, including the photo about my beautiful daughter behind me, but thank you. I think the themes are very aligned, I

wouldn't have thought that talking about COVID or Brexit, that there might be alignment there, but actually, if you stretch it to, you know things like automation there isn't always a direct line. I think things like trust and upskilling ourselves and getting ready and change have been central. So thank you all, let's give ourselves a virtual applause as we bring it to a close. Thank you.