

Good morning everyone. My name is Justin Placide. And I want to wish all of you, yes all of you, 16,748 people who registered for the Art of the Possible event. I hope you're all well. Before we get into our first video, I would like to welcome a wonderful and lovely panel. And I'm going to keep this all on a first name basis, because I want all of us to feel like we're all friends today. And I know we are. So first of all, I'd like to start with my good friend, and we are good friends because we have the same sort of beard, Simon. I hope you're well, sir.

Good morning.

Then Jo, who I've had the the joy of presenting an interview with previously How are you Jo?

You're on mute Jo, sorry.

I'm good.

And then Amanda, who I've met recently over the past two weeks, how are you?

Very well thanks, Justin.

Excellent. And then Shona. Hopefully you can see me - I've been told that the light isn't good where I am.

And then last but definitely not least, can I say Professor Chris? Or can I just say Chris?

Just Chris, and good morning to everybody.

Excellent. Okay, so as you can see people wherever you are, we have a lovely panel, we have a friendly panel so don't forget, feel free to answer any questions in the Slido. And hopefully you've got access to the Slido account. If not, please let us know and we'll give you the details. And once you've logged in, as I said, please feel free to drop any questions for our panel. And now, as mentioned previously, we're going to watch a short video. It won't last longer than three minutes I've been told, and then we'll go into the Art of the Possible. So without further ado, we'd like to play the video for you

<video starts>

My condition is classed as complex post traumatic stress disorder. It's like PTSD, but 10 times worse. My testosterone levels have been affected. They're massively reduced to the point where I've got to be on testosterone and steroids to bring that level back up. You have to go to the GP, the GP has to then refer you over to endocrinology. And the usual endocrinologist that I saw wasn't available that day. I ended up seeing a different one that just did not cater to my needs, wouldn't listen to what I had to say. I don't think that they were prepared for someone as complex as me. The services that are available for someone like me are not adequate. I was that frustrated I went home and went on to the Stepping Hill website to voice my concern in a productive way, which is when Kathryn and Emma picked up the comment that I'd left.

I received an email to get in touch with Kathryn and Emma. They in turn arranged a meeting at the hospital here. It was more about just getting it right and what could be done. I left the Forces in 2011, after serving five operational tours. I think it'd be a great idea to introduce the veterans' passport. It's basically a way of a veteran taking a record with him so they know that he's suffering with PTSD. So if they had my records, and they knew exactly what I was dealing with, and what they were dealing with, it would make things a hell of a lot easier for both parties. If I can implement all this and Kathryn and Emma can help me implement all this for other veterans coming down the road that need help if we can get all these pathways and things put in place, things that I never had. No, I think it's a good thing.

So the British Legion is a support organisation. We've been involved in this from a support and advice perspective. It's absolutely brilliant, particularly when you consider that individuals we're working with here haven't served themselves, but they recognise that there is a person-centred approach that's needed.

There are specific support needs of that community. And they're working really hard to put something in place. And that proactive enthusiasm is just absolutely brilliant. Because if we had that in every hospital, imagine the difference that we could make.

<video ends>

And I suppose this is where I put the panel on the spot and ask a couple of questions, if that's all right. So after seeing that video, I would just like to ask as my first question: what does improved outcomes and the art of the possible mean to you? And due to time if we can keep it just under two minutes? And I would like to go if that's all right with Amanda first.

Okay, thank you, Justin. First of all, to say for us, it has to be all about children. That's what Ofsted is there for: children's education and social care. So I'm constantly thinking about that. How we can be a force for improvement in children's lives. When I came into this job three and a half years ago, I was completely focused on what is it that we can do? I knew there'd be many complexities, many things that would say it's hard to do this. So I knew that at the top, I had to be focused on what did we want to do? And the big question of how do we do that? And I'm just going to say very quickly, there's something in my earlier life that really influenced me in this and it's actually personal. It was a relationship that in many ways it's very good that it came to nothing. But in my late 20s, I met somebody who approached life at completely the opposite end for me. I used to be one of those people who looked for the reasons why things couldn't be done. I spent a year with somebody who was constantly assuming that everything could be done. It was just a question of finding the way. And that transformed my outlook on life. And it's what I've tried to bring into every role I've had, since I've been part of the great complex thing that is government.

Amanda thank you very much for that. I'm going to move on if that's okay. And I'm going to ask Shona, your views.

Thank you, Justin. And for those of you who don't know me, I'm the Second Permanent Secretary at The Home Office. And there I'm responsible for the borders and immigration...

all the things

that we do around this country.

Living in the UK

sorry, you're cutting out a little bit

to say, Oh,

I'm sorry, Shona. What I'll do, just give me a moment. I'm going to go on to one of the other panellists. And then let's see if we can fix your technical issue.

Okay, thank you.

That's right. Thank you. Just give me one moment. So just quickly moving on: Simon, if that's all right, if you could just quickly introduce yourself. And once again, just let me know your views on it, what improved outcomes and the art of the possible means to you?

Well, Justin from a policing perspective as the National Police Chiefs' Council lead for child protection, improved outcomes for me are very much focused upon how the police service, working with partners, can keep children safe. And following on from that powerful video, I think what improved outcomes and the art of the possible mean for me is that actually, they can be some of the most simple examples and some of the most complex examples that can make a difference. So let me give you an example of a very straightforward initiative: Operation Encompass, which has seen pretty much every school in the country being notified - teachers being notified in the School - of a child that has been present for an incident of domestic abuse 24 hours beforehand, because we understand the impact that an adverse childhood experience has on a young person. It's a really powerful example of an improved outcome at very, very limited cost, demonstrating what is possible. Now going up to the really complex, the child abuse image database, which is now a world leader. That database is allowing the police service and colleagues in the National Crime agency to identify more victims of child sexual abuse than ever before. But what it's also doing is it also means that officers and members of staff that are having to view those awful images are now having to view far fewer because we've now got autocategorisation in place, which means that the grading is being done through artificial intelligence. So the improved outcome for officers is having to view far fewer images, mitigating the impact of post traumatic stress disorder, but also demonstrating the art of the possible, we're identifying more victims than ever before. And as a result of that are a world leader.

Simon, thank you very much for that. And also as well managing to keep it just under those two minutes. So the pressure is now on you, Jo, if you can just introduce yourself just quickly, and once

again, just let the audience know about the improved outcomes and what the art of the possible means to you.

Thanks, Justin. I'm Jo Farah. I'm the chief executive of Her Majesty's Prison and Probation Service. And thank you for showing that video. I thought it was a really good example. And it struck me that people come to us at a point in their lives quite often, where they need help. Or where they're in crisis and the beauty of that video is it shows how we can make a difference to people in a simple way, keeping the person at the heart of the service and really transforming the way that they're able to live their lives. So it took me back to my early career really. And the inspiration that I've always had is about making a difference to people and that is what improved outcomes means to me. So if I think about my earliest jobs when I first started in the Civil Service, working in the unemployment benefit office, at the time in Walthamstow, or designing rehabilitation programmes for young offenders, it was that being able to make a difference to people and transform the way that they can live their lives. It just was really, really important to me. And I've had lots of jobs in public services, some of them more distanced than others but I've always kept that at the heart of everything I do. So even when I was working as a DG in local government finance, you might think that's actually quite distant from the real world. But I know that the difference of getting a really good settlement for local government so that they can spend it in the right ways on the right people is just so important and can make such a difference to large numbers of people. So thanks, Justin.

Oh, no thanks, Jo. And also as well, thank you for mentioning Walthamstow. I used to go to school there back in the very young days. And so finally, I'm going to pass over to Chris. I hate to say "introduce yourself". I think everyone knows who you are. But Chris, if you could just take your mic off mute as well, if you could just let the audience know what your views are. Thank you.

So I'm Chris. I'm Chief Medical Officer and Chief Scientific Advisor at the Department of Health and Social Care. Pretty clearly, people are in the Civil Service because they really care about changing people's lives. If they're not they're in the wrong career, really. And there are multiple different degrees of closeness we have to the impact we can make. So for some of us - and this is true for me when I'm doing my job as a jobbing doctor - it's about individually interacting with individual citizens. And their very complex problems. And I thought that video was a fantastic example of that. Then people can be one removed, that might be, for example, in local authorities, but people can see pretty directly the effect they're having on their local communities. But it is over a wider area, and they may not see it on individual families. And then finally, you get people working in more central roles, where you can have a very small impact on a very large number of people through policy decisions and things of that sort. Now for all of these, what you have to start off with is what we all do is and I spend my time trying to remind myself of this is "who is the person who is most disadvantaged by the current system, and how can we improve it in a way that actually makes their lives better"? And the example that's live at the moment that I just like to give is sort of somewhere in the middle of those three that I talked about, which is our colleagues in the local authority in Leicester and the surrounding area who are dealing with a surge of COVID in the news at the moment, and this means engaging with multiple communities thinking through what are their problems, why is it they've got difficulties? For example, if they can't work, and how can we get on top of those. Thinking things through in a very systematic way, but very local to that area, and sometimes local to a particular family. So that's an example of the kind of thing

that is happening day in day out in almost all areas of what we do. The art of the possible, I think that at its best, it's about saying we can really improve things provided we start with what the real problem is, and then try and build from there. And it's at its worst, when people use it as an excuse for not being ambitious and saying, well, we can't really do this because you know, wouldn't be possible for the following 17 reasons. And I think whenever we catch ourselves doing that, we should realise we're not doing our jobs, we really should be being ambitious to try and improve the lives of the citizens that we serve.

Chris, thank you for that. And also as well, I really like your point about trying to stop being risk averse. I think you know, for some of the longest serving civil servants, that was almost like one of our starting points, what could we do with as less risk as possible. So, to hear that, and to also as well share that with so many people who have logged into Civil Service Live, I hope that will also as well be a takeaway message. So just before I move on one of the questions, that I would like to ask, and if that's okay, Shona, I'm going to go for you first, just to check to see if your connection's working a little bit better this time, I think based on what you've all said, there's a number of common themes, but one of the ones that I think really stands out is about communication. So once again, regardless of what department you've been in, or arm's length body or partner organisation, there's always that thing about government, and departments, are not really good at communicating with each other.

I'm going to go with Jo, because she's smiling the most. Sorry to put you on the spot. So what can government departments do to work and communicate better together to improve outcomes?

So Justin, I think this is an excellent question. It's something I'm really passionate about. Because when people come to us, as with the people in the video, you need a number of government departments working together in order to help solve people's problems. And as I said earlier, make a difference to them. So it's absolutely critical. I saw this in local government, we ran 900 different services. And if you really want to give a person-centred service, you need to bring a lot of those together, to be able to really do things differently. So I think it's critical for us in government and we have a responsibility to help bring those services together to talk to our colleagues in other government departments, but more importantly to design services with them. So very excited at the moment that we're about to announce a programme for people leaving prison. And that includes the Ministry of Housing, Communities and Local Government on accommodation, it includes DWP for benefits, it includes health, for looking after people's health outcomes when they leave prison and most importantly, includes my service, which is about their probation support and their ongoing help when they're in the community. You know, this is the way that we will help individuals change their lives. And I've heard some inspiring stories from people who have left prison who have talked about the way that services have come together to help them with their addiction problems, to help them find employment, to help them to do things differently and see life in a different way. So I'm very excited about that project and as leaders in government, it is important for us to set the tone to make sure that we are working together with our colleagues to make a difference. Thanks, Justin.

No, thank you very much, Jo. I think that's really good. And using that example of actually having different departments working together to help our people who are coming out of prisons and going back into society, for me, personally, really does emphasise the whole point of our panel today. And the

whole point of the actual title, the Art of the Possible. And so thank you very much for that. And I'm aware of the time so don't worry, we are going to move on shortly. But if that's okay, Amanda, if you could just say from an Ofsted point of view, answer that question, that'd be helpful as well.

Much of the key to this is recognising that our organisations are generally part of something bigger. It's not just about the particular function that we have as individuals or our organisations. But understanding the wider system and how it affects the person at the receiving end, the individual, the parent, the school, the nursery, whoever - what's it like to be them? And what is it they need from that bigger system, not just from us. And that helps sometimes take us out of our own little silos, our own little boxes, from seeing things just in the sense of what's most convenient for us. And the risk aversion point that came up I think is also important. And every now and then, I find myself internally, taking a position which startles some of my risk averse colleagues, but what I explain is that we are 1,800 people who all have a slight disposition to caution. Those are the kinds of people who come and work in an inspectorate and if we simply let that compound up, we end up with extreme risk aversion. Rather than erring slightly on the side of caution, which I think is the proper place for an inspectorate to be. So it's thinking about what happens when you aggregate those individual decisions, as well as what the overall position is.

Amanda, thank you very much. Okay. So I know I've been told I've got to stick to time. So we're going to move on now if that's okay, panel, just on to section two. And the section two part of this whole conversation piece is around commitment. So like everyone else, we all want commitment, really, it helps us understand what the next stage is and so if that's okay, I'm going to ask Simon and then Chris, if that's okay: what do you think we can commit to, to improving outcomes for individuals? Simon, if that's okay, if you like to go first?

Well, what I would like to see Justin, and I'll pick up the theme of the last question in terms of tackling that silo-based communication across government - the commitment I would like to see is and it's not just in government that these silos exist is actually that we come to agree a shared set of values and a shared set of ambitions. And actually, if we take the view, and I go to Chris's point, we're actually all here to help people and nothing I think is more powerful than a police officer's perspective, we are here to help those people that are in trouble and less fortunate. If we have a shared set of values and a shared set of ambitions, then actually those conversations that turn around and say how can we help those that are in greatest need as consistently as possible? It will then drive that conversation and then actually you will start to see those ambitions and those outcomes improving for so many people because one of the saddest things I think, all over my career is that so much of what we see is both predictable and therefore is preventable. So what I see is the children of people that I was dealing with as a detective 20/25 years ago, now coming into the criminal justice system. And if we take the view that: do you know what? Those outcomes were predictable, if they're predictable, they are then preventable. If we have that shared ambition that you know what we are going to start using the evidence and recognise that actually there is a group within society that needs perhaps a little bit more help. If we have that shared ambition in terms of healthcare outcomes, educational outcomes, employment outcomes, then actually we will find ourselves in a far stronger and far better position and place as a society.

Simon, thank you very much. And also as well to be able to link both of those questions together and still come across with really clear responses is really helpful and I definitely know that the audience appreciate that. And, Chris, if that's okay, I'd like to point the next question to you, so "same as" if possible. And if you could just let us know, what do you feel with regards to commitment, and definitely to improving outcomes for individuals?

Well, I think I'd like to actually pick up exactly on where the last comments stopped. A lot of this, I think, is about trying to work out what is predictable and preventable in almost all other areas and look forward as far as we can. Because let's take an example from health, but it could be from many other areas. We know that, increasingly, older people are living in rural and coastal areas, we know that and that is where the problem is going to be. Now, if we start to take a proper run at it, we will have 10-15-20 years in which to build up the infrastructure, whether it's housing, transport, health, all those things around that, and this problem will be a tractable problem - back to the art of the possible - we'll be able to deal with it, provided we have that long to try and make our interventions. If we wait till the problem hits us entirely predictably, in 10 or 15 years, then we will fail our citizens because trying to deal with it at that point will become a lot more difficult. So it is very easy to get caught up in government in the churn of the today, you know, what's the agenda for today? What's the newspapers driving us on, all of those kinds of things. Actually, for most of these really complicated problems, we have to give ourselves time to deal with what are multifactorial, very complicated areas. And that means thinking ahead, and then doing things by stages over long periods of time. It's been strategic as well as tactical

You're on mute this time.

It's one of those areas. I'm very good at telling other people and I don't follow my own instructions. So I do apologise. So for everyone else, if that's all right, I'm going to quickly drop one more question in, and then we'll move on to the next part of the event, so one of the questions that we picked up in Slido, and it's probably one of the top ones, and if that's okay, I'll direct this Chris, at you first. I do apologise in a way, but it's quite a strong COVID-19 question. So it'd be silly of me to maybe go to one of the other people without having the respect to go to you, first of all. So one of the top questions that's going through Slido, is why do we have the highest death rate in the world? Of course, with regards to COVID. What can we do in a post-COVID world to embed the things that we've learned across government during COVID? And any additional things that you can add on to that question will be really helpful. So any other ideas or anecdotes you think you can do. So Chris I'd like to go to you first. And then I'll move on to one of the other members of the panel.

Well, it's an excellent question, but one that will take more than three minutes to give a proper answer to. There are multiple reasons for it to do with partly how the epidemic started in the UK, partly to do with the particular response, partly to do with the demographic structure we've got - there are a variety of reasons why we found ourselves in one of the less good places - not actually the worst in the world - but one of the less good places. And I think we do need to learn lessons from that. And I think part of the key to doing things better is always to look back at stuff and then say, what can we learn from what we did previously? Now there were things we did that probably we would have done differently if we'd had the benefit of what we know now. But I think there were also some things we did right. And I think the second bit of the question is around the things we did right. To be clear, I think it's important we

keep both in balance. And two examples of that. I think that one of the things we did right was we got the science right. So, you know, it's not an accident that the first drug that's been shown to have a big effect, the trials came out in the UK, it's not an accident that the leading - in terms of time - vaccine that's being trialled, is being trialled in the UK, because we looked very seriously at the beginning and we decided we were actually going to put science right at the front, because if we're going to get through this problem, it is a scientific solution that's going to help us get there. So that's an example of something which we got right. And secondly, we speeded up many of our processes, often things that would have taken years got pushed down into days. And I think we should learn from that. Because a lot of things, if you'd said to people beforehand, how long would it take you they'd probably have said, oh six months if you're lucky, probably a year - and we did it in a week. And so I think we need to look at those things and actually work out how we were able to overcome what is seen as impenetrable, bureaucratic thickets because it was an emergency and say well if we can do it in an emergency and do it really quite effectively, why can we not do it in day-to-day things? And why do we allow ourselves to be held back by what are essentially just process points?

Chris, thank you very much. I'm just quickly checking that I'm, you know, unmuted. And if that's all right, can I pose the same question to Amanda? And the reason why I'm doing this, Amanda, because, of course, there's many parents. There's many carers of young children also as well in the audience. So if you could also answer the question what we can do in a post-COVID world to embed the things we've learned across government during COVID, it would be really helpful to hear your thoughts.

I think it's an incredibly important point, which is for everybody who works in government to stay calm and objective. And I think there's some terrific evidence, obviously excellent advice that comes out of PHE, but much information in many places. I've really been struck by how everything negative is amplified, everything positive almost disappears without trace. And it's very easy from that, for the public to become disproportionately concerned or, or sometimes just concerned about the wrong things. And I think everybody who works in every part of government can be part of that. This is absolutely not whitewashing. And some people will might misunderstand what I'm saying. But making sure that the right things are communicated in the right way that helps people to take a balanced view, because that in conjunction with the kind of work that Chris is talking about, is what's going to help us move forward safely, sensibly and as fast as we can.

Excellent. Thank you very much for that. Amanda. Thank you for your time. Okay, so I'm looking at the time and I'm gonna ask a favour if that's all right, because I feel conscious that I haven't given Shona an opportunity to answer a question. If that's all right if all of the other panel can just turn off their cameras for a moment, I'm hoping that when I pose the next question to Shona it should come out okay.

So Shona, can you hear me okay?

No, so it's gonna be correctly I'm going to I'm going to turn off my camera and just see if that works

let's try that again. So Shona, can you hear me? Can you hear me?

Sorry, it's still

If you just stay online anyway, because I definitely think the audience will be happy to see that you're present. And I do apologise.

So frustrating I'm so sorry, apologies.

It's okay. So if everyone else could come back on camera, we're going to move on to the third section of this discussion. And I'd better come back on camera myself. Once again, this is about the art of the possible. And I'm going to continue to remind people about that. There also will be an open forum event after this. So for any of the audience who haven't had a chance to raise a question in Slido, you also have a chance to actually raise questions there, and state points. So with regards to this part of the conversation, this is about using data. If that's okay, I'm going to start with Simon first. And I suppose for me, it's how can we get into this discussion about using data to realise the art of the possible? So Simon, if that's okay, if you'd like to go first, and then I'll move on to one of the other panellists afterwards.

I think the argument about the use of data has been won. The challenge for me is it's the use of data and the sharing of data where the argument has still yet to truly land across the Civil Service and across government. And the sharing of data is still a huge challenge for us all. And all I would say is that I don't believe there will be anybody listening to this and viewing this conversation this morning that won't recognise that actually, if we get the data sharing right, and we are able to analyse and use the best available data, that actually outcomes will be improved. And I just look at the data that is now becoming available for us around adverse childhood experiences, and we know the impact that that can have on young people. That means that we have to share data across policing, across health, across education across social care. And I go back to that point, I think the argument about the use of data has been won, I think the biggest challenge for us at this moment time is getting through the sharing of data and then you will really see the art of the possible because if data is shared appropriately and securely, within within those secure environments, then actually the outcomes for the more vulnerable will be vastly improved.

Thank you very much, Simon, I really like the fact that you highlighted the security part of that sharing data. Because, you know, whether, us as civil servants or us as just society, we're always concerned with how do we protect either our personal data, or as you mentioned, the much wider data that's actually used and actually helps us whether we're policymaking or whether we're decision making. So thank you for that. Jo, if that's okay, I'm going to pose the same question to you to hear your views.

Thanks, Justin. And I think it's a real shame we can't hear from Shona so I'm going to give a bit of a shout out to a programme that Shona set up and I was lucky to be involved in with her which was the race disparity unit. And I think just putting data in the public domain was transformational in terms of helping to change public services just by giving public the information. So just because we can't hear Shona I'll just say, well done Shona for that initiative, I thought that was great. And just in terms of some of the things that were said earlier, I think what Chris said earlier about looking at what's predictable, thinking ahead, and really using data and evidence is absolutely what we need to do. And

we have a couple of programmes in the area I'm working in at the moment where we're really using that. So one is around reducing violence in our prisons, we've had a terrible problem over a number of years with violence and prisoner-against-prisoner or on our staff. And we've really used evidence and data and looked at what works in order to design a programme and we're starting to see that come down. It's early days, but we're continuing to monitor that and look for evidence. And the other one is in the probation side of our service, where we're bringing probation together from a number of different organisations into the public sector and we're really using evidence to think about how do we design the new service for the future so that we can make the biggest outcome to the individuals that we serve. So really understanding, you know, what's happened before. What might happen in the future. And where is the evidence of what works is really essential to designing good, strong public services that have the most impact on the largest number of people.

Jo, thank you very much for that. And also, as well shout out to Shona over there as well. So, I'm gonna go over to Chris and, Chris, if that's right, I'm going to ask you a slightly different supplementary question. It's still on regards to data. And this one that's popped up in the Slido just recently. I think also as well ties that up just before we go into final thoughts. So the question goes as follows: effective data and analytics is increasingly important across the Civil Service. How can we best use data to improve outcomes for UK citizens in the future?

I think that what we're very good at doing is using data to describe problems. And we do that across the Civil Service really well, in my experience. What I think we're much less good at, is actually testing out whether our solutions work. And that is a really essential thing. The experience of my own trade, which is medicine, is that large numbers of intelligent people can believe that something works and persuade one another - my profession, for hundreds of years, thought that putting leeches on people was a good idea. The people who did it were incredibly sincere about believing that but it was only when people started testing that they actually realised that things don't work. And I think we do not use testing out different policies, and then working out whether they worked, anywhere near systematically enough. And that's a really key data point. So describe the problem. Absolutely. And describe it in enough detail to realise you need to do something about it. But then when you do your intervention, test out really systematically, and neutrally has it done the thing you do. Generally, very few ideas work as well as the people who dream them up think they have, and many of them will actually do active harm. And it's really critical we do that. There's a real tendency, I think, for us to describe the problem beautifully, dream up a solution, impose the solution and move on. And it's the moving on that's the problem - we really need to be looking at the data of what effect, actually, has this had.

Chris, thank you, and you've even beaten our time because I was trying to keep you down to the time but you've done it. So thank you. Okay, so looking at this, we have five minutes today. If that's all right, I'd like to go to each one of you on the panel and just think about what kind of inspiring takeaways you would like to share with the audience. Especially once again, if you can tie in with the theme of the art of the possible that would be even greater. And if not, definitely what would be at least two - yes - at least two takeaways from each one of you that you would like to leave with the delegates. If that's right, I'm going to go with Amanda, first of all.

Well, I'm going to make two points. One relates back to the immediate previous theme around the extraordinary power of both sharing, and in particular, sharing data and information. But just to remind us, that many things are not measurable as precisely as we think. Even something as apparently simple as a GCSE grade actually turns out to be a much more complicated thing to think about. So let's make sure we all understand that data works up to a point up to a certain level of precision and don't hang too much - we all know that if you hang too many consequences on a certain measure, it tends to bend or break. And the answers you get to a question from from an individual rather depend what kind of pressures are on that individual to give a certain answer. So everybody who's part of this extraordinary data revolution needs to educate themselves, if they aren't already about, about these difficult issues around measurement and interpretation and application to make sure that we create that terrific balance that we should have. And my other takeaway loops back around to the very beginning of this. Start, as so many people have said so eloquently in this, thinking from the end of the person at the receiving end, the organisation at the receiving end, what is it that we could and should be doing? And ask that "how" question, keep asking the "how do we get there?".

Thank you very much, Amanda. So I'm going to go to Simon and I'm going to put the pressure on the other panellists, because we've got just less than two minutes, so if you can keep it short and concise. Simon, if you want to do one or two inspiring takeaways - be really appreciated.

We are all here to serve and to help and and I think to help those that are less fortunate. And periodically, challenges and brick walls are put in our way. My takeaway would be, don't let those brick walls gets in the way, crash through them. And I think when you crash through them, and you don't take no for an answer, and you keep pushing and pushing and pushing, ultimately you will succeed. And there will be improved outcomes for those people that need us to not take no for an answer.

Thank you very much, Simon. And if that's all right, I'm going to go to Jo and then end with Chris. So Jo, you're up next. Thank you.

Thanks, Justin. So very quickly from me then I would say to all civil servants always believe you can make a difference. There's an individual at the end of your service and always believe what you're doing is important, and it can make a difference to their lives. And my second takeaway would be, always try and work across public services, we can't solve problems on our own. It may sometimes seem difficult to do this, and there may be boundaries in the way, but try and get over this. Because if you can't do it, then the individual at the end of our service won't be able to navigate the complexity of the Civil Service. So always work across boundaries.

Thank you very much. Thanks, Jo. And now to you, Chris.

Well, my two points would be: the first one is just it's very easy to lose sight of the fact that we can be transformational. And if you look at the transformation in health there has been, every one of those transformations is made up of hundreds of small interventions by public servants across the whole system which has led to a totally different outlook for health and in many other areas, but health is my own area over the last 20 years, the last 10 years, even over the last five years. But, and this is the but we all have to look out for, and it's key to this session, there are some people who are left behind. And

if we don't look for them, and look in the places where they're found, then what happens is the good get better and better, which is obviously excellent. But some people don't improve at all. And we must concentrate on those citizens. And they will require a multi-agency multi-departmental response if they're to reach their full potential.

Chris, thank you very much. And to the audience. I do apologise we're going to run slightly over time just by a minute, it's only because I want to make sure that we give Shona the opportunity to just add her final points. And she's been really quick typing it in so I'm going to read it out on her behalf. So thank you Shona. So Shona's key takeaways are: the art of possible and ambition, are not inconsistent. They have to go together. And then two: people we serve, and problems we solve, are hugely complex. We won't understand them, or be able to solve them without being entirely open. Start with them. And then three: we must work together. No ifs or buts, we are a system, and we fail when we succumb to our silos. So I really do love that point, because that ties in exactly with what Simon had mentioned. And then finally, evaluate, evaluate, evaluate, and keep it simple. So I love that because of course the power of three and Shona, thank you very much for adding that in. I'd also as well like to say to all of the panel, thank you very much for your time. I know that people are really busy, everyone's got day jobs. We know that everyone is working with different things, but I really do believe that the audience has not only just appreciated the words that you said, but also as well will hopefully take that and, in their day jobs, use that as inspiration. So I would just like to personally say myself, thank you. I would also as well like to say thank you to two special people who have been really supportive to me in my hosting role. And that's Harry, and Raj. So wherever you are, behind the scenes, thank you. And also as well, I'd like to thank you, the audience. Yes, all 16,748 of you. I hope you enjoy the rest of Civil Service Live. It's a different time for us. It's all virtual. But the main thing is, we're all together in the fight to make not only our country better, but also the world. So thank you. Take care. And see you at the next session. Goodbye.