

Good afternoon colleagues in the Civil Service and welcome to our very first ever virtual Operational Delivery Profession event here at Civil Service Live. My name is Angela MacDonald and I am the Director General for Customer Services at HMRC. And it is my privilege today to talk to you, also sharing the stage with our Head of Profession for the Operational Delivery Profession, Peter Schofield, who is the Permanent Secretary at DWP. Now our aim this afternoon is to showcase some of the fantastic work that has been going on across the Civil Service because never was there a more important time when the Operational Delivery Profession is front and centre at the delivery of vital services for citizens here in the UK. So we're going to be sharing some information with you, we're going to be showing you a few videos. And hopefully at the end we will have a little bit of time for question and answer. Now, we will never have enough time for all of the questions that you will want to ask us, but please be assured that there are people from the profession who are on this call with Peter and I, who are really keen to hear your feedback and add to that to their insight about how we keep moving the profession forward. So please do add your thoughts, your opinions, your asks, your needs of the profession team. And as I say, we might not get to it in open forum with Peter and I, but it will be incredibly important for our people in the profession team to be able to hear your thoughts. So there is an opportunity for you to give us those questions and thoughts in the chat. You should be able to see that on your screen and you can click 'Start conversation'. So what are we going to do though, first of all, is perhaps give you a few thoughts and a few bits of insight into who we are as a profession. So I'm going to play you the first video and give you a little bit of something to get your thoughts moving.

Excellent, and I do hope that you might have seen all of our fabulous and diverse aspects of the Operational Delivery Profession; they're in that video. And I wanted to now pass you over to Peter Schofield, who is our head of profession, wanting to share some thoughts with you about what we're here for and the vital difference that we make. So over to you, Peter.

Angela. Hi, and good afternoon to everyone. It's great to be joining you here virtually at Civil Service Live. So I'm Peter, Peter Schofield and Permanent Secretary of DWP, and it's great also to be a head of the Operational Delivery Profession. So the video you've just seen, shows everything this great profession has to offer. We are the public-facing arm of the Civil Service, the foundation of our nation is people. And our focus has always been on those we deliver for whilst encouraging the talent of our profession. Every day, we make a positive difference in people's lives, providing vital services often at the most difficult time. We all often go above and beyond, upholding the reputation of our profession, and civil servants. I've said previously, that I fully believe in the power of the team, and our profession has shown how true that is; adapting and changing ways of working at a moment's notice. Recently, we've seen fantastic examples of collaborative working with colleagues across departments, pulling together learning, new skills, demonstrating adaptability along with a resilient commitment to deliver. And I would really like to thank personally, everyone, for all you've been doing during this difficult time. Whether you've been going into offices or working from home, you've all adapted to a new and sometimes difficult ways of working; your contribution has been absolutely key in enabling us to deliver essential services. Now more than ever, individuals are reliant on the vital public services that we deliver every day. Now, when I think about the Operational Delivery Profession, I often think that you can sum it up with four Cs; community, change, career and celebration. Community, because I want you to feel that whatever department you're in, you're part of this community that goes beyond departmental boundaries across the whole Civil Service. Change, because changes to technology and

changes to the services we provide will happen, but we need to adapt and provide an amazing service and go on providing an amazing service into the future. Career because by being part of this profession, you can grow your career and your location; you don't have to travel, you don't have to move outside of your your area, you can grow your career in different departments. Celebration, because we have so much to be proud of, and, as I think we'll hear this afternoon, some great examples of what we've done, particularly recently, and what we can celebrate and be really, really proud of, because there's no doubt this is a critical time for our country as a whole. And everyone who's part of the operational delivery profession should be very proud of the work you've been doing. I'm looking forward to answering your questions a bit later on with Angela. And if anyone has great examples, and I know you will have, departments going that extra mile, I'd love to hear them. So do please use the chat to comment on that. But first of all, here's a video showcasing a colleague within our profession who adapted to a change in a very inspiring way.

One way or another, way to the passion of helping people. That's why I decided to follow my dream and train for a career in nursing. I left school, I went to university and it was all going well, at least it was until the end of my first year. That's when I woke up one morning to find that I'd lost the sight in my left eye and spoke to the doctor and they seemed pretty confident that my eye condition was curable. Fair enough, it didn't see much of a problem if you lose the sight in one way or the other items to compensate for the loss. So life went on. But a couple of weeks later, I lost the sight in my right eye too. And it turned out that it couldn't be fixed after all. Sorry, my university said, you'll have to quit your course. In the space of a couple of weeks away from potential nursing superstar to registered blind person. Now take it from me, losing your sight is a bit devastating. I was 18 had lost all my confidence and I even had to move back home with my mum and dad. Imagine that. It's fair to say I felt a little bit sorry for myself. I didn't want to keep asking my friends to come around to take me out. Nor did I want to risk going out or travelling anywhere on my own. And I knew for sure that any job was completely out of the question. So day after day, I just moped around my parents' house, I'd done that for two whole years. Now, don't get me wrong. My friends and family were brilliantly supportive of me during this time. But for whatever reason, their attempts at motivation and encouragement just didn't hit home. I was getting my benefits and having lost a sense of purpose. I was slowly withdrawing myself from the world outside. One day I just woke up and thought, right, I'm going to do something about this. Don't ask me how or why but for some reason, on that day, the light bulb came on. My family and friends had suggested to me the charities may be able to help. So I contacted a couple, the Prince's Trust and the Royal Society for blind children. I know what you're thinking I don't lie about my age. They do help adults too. Anyway, best thing I've ever done. The Royal Society for Blind Children helped me rebuild the skills i'd need to get back in the game such as using a computer. The Prince's Trust helped me expand my boundaries by pushing myself out of my comfort zone. They persuaded me to apply for an apprentice with the Home Office. I thought what's the harm, said my newly fired-up self. What's the worst that will happen? I only went and got the job. So now, out of the blue, I'm an apprentice in the travel documents section of UK Visas and Immigration, with my own tutor. It was all going well. My job was offered as a permanent administrative officer role. As long as I applied and passed the interview, and on both of them things. The job was mine. Now with my ego unstoppable, I wanted to really push myself out of my comfort zone. So I started doing training for UKVI's Operational Excellence, and I joined the People's Group. And then the real biggie; I ran the London Marathon for the Royal Society for Blind Children unassisted. And obviously, I can't forget that I was nominated for the Rising Star

Award in the 2019 Civil Service Awards. Why am I telling you all of this? Because I want to share with you what I've learned from my experience. Firstly, don't let anyone tell you what you can and can't do; challenge yourself. Secondly, give stuff a go. Think to yourself, what's the worst that can happen? And thirdly, don't let a disability stop you. Does my story end there? Oh no. Just before Christmas 2019 I found out I've been promoted to the grade of Executive Officer. A little while ago I'd pretty much given up hope. Now, there's no stopping me and part of my success is down to being an Operational Delivery apprentice. I'm proud to be helping people again. And I'm proud to be ODP.

It's absolutely fantastic to be seeing that video I have had the privilege of meeting Charlotte in person and she is an immense colleague. And what I take from Charlotte's story and actually many of the stories that I hear when I have the opportunity to meet colleagues out and about. But also, if you ever get the chance to be nominated and participate in the awards, I would massively encourage you to do so. Because there are all sorts of people across across the Civil Service and across the profession who have been supported by the qualifications and the support and the opportunity that being an operational delivery colleague offers you now, I think if we were, if I was to say what are some of the key things that I focus on when I'm thinking about us as a profession, then delivering for our people and delivering whether or not you call them citizens or claimants or customers, whatever it is that you call them, actually, all of the fabulousness whatever it is, which is government policy or the great colleagues who are there to design policy design processes and deliver it. Actually the point at which all of that gets delivered is the point at which we the Operational Delivery Profession, add all of our skills, our capability, our enthusiasm and our passion to add that together to make a real difference to the experience that those people do have from us. Now one of the things that the profession works really hard to do is offer opportunities for development and Charlotte there mentioned the apprenticeship, but there are lots of different pieces of support that the profession can offer. And following today, you are going to receive a digital copy of the ODP handbook and that will show all of the different pieces. Now you might think that actually, professional qualifications are, and apprenticeships are, only actually for some of our most junior colleagues. But actually, you can take operational delivery qualifications all the way up to master's degree level and out through into management qualifications. So there is an array of support that is available to you. Now what we might want to talk about, you know, if we'd have been perhaps having this session in prior times is we might have thought that actually, how do we as a profession deliver in some of our most challenging and stretching times? And who would have thought that the experience that we've been having in this last four months would really put to the test the real challenges across all of the departments and never was there a point at which the things that we have done have really kept this department, this organisation, this country, running. So, if I think about the things we've been doing in HMRC, but also think about DWP, but think about every single department that we have, all of the places that you are in, you will have been, I'm sure focusing on keeping your own people safe, focusing on the circumstances for you, your friends and your families. But you will also have been delivering vital public services that have made a difference to 10s of millions of citizens in the country during this vital period, and I would really encourage you, please to proudly share in the chat bar, regardless of what department you're in, perhaps put in there a few thoughts about some of the things, you know, what have you been doing? And also, what response have you received from citizens now, if I speak personally, never has HMRC been so popular, you know, we are not normally on the top list of the thing of the people that people want to talk to. But blimey, you know, are people having a positive view of HMRC at the minute and we are we are going to work really hard to try to hold

on to that reputation. We'll see what happens when we start trying to get the money back. But that's it. That's a conversation for for a whole other day. Now, obviously, as well as the departmental delivery, what we also have in a key part of the profession is our Surge and Rapid Response Teams. Now you may or may not have heard of Surge and Rapid Response before; it is a set of colleagues, there are about 500 of them, and they are a flexible resource who get used across government when different things arise. So cast your mind back to when that airline went bust and you were seeing on the telly people stood at airports helping people to get home. That was the Surge and Rapid Response Team. And in your own departments, we have got people deployed into all sorts of places, it could be passports, it could be the Environment Agency, it could be the Cabinet Office, it could be the Department for Health and Social Care. Now those colleagues have quite a flexible life, and it could be at the very last minute they get told to turn up, as I say, at an airport, and I'm still working out how I didn't manage to get the Barbados deployment when the airline went bust. There should have been some privilege to position and I somehow didn't manage it. But there are some fantastic colleagues who do some really interesting and different things, and to support flexibly. And it just goes to show that regardless of the department, and departments who might not, you might not think need service delivery experience, whether as I say, Foreign Office or in the centre of Whitehall, Foreign Office, you know, all sorts of places that actually, as challenges arise, people with our skillset, people who are a profession, such as us can go into all of those different departments, and that could be a short term deployment or a long term one, and to really make a difference, because, as I say, what we need to do as the Civil Service is to be able to turn government policy thinking challenges that we have into actually making a difference to the delivery of government services kind of at the point there. So at the moment, the Surge team are deployed in 39 deployments across government. And as we continue to move forward, and some of our upcoming deployments will be things like supporting in the European Union. So lots and lots of different things that are on the go. So, actually, what Peter and I thought we might do now is give you a little bit of a flavour of some of the really interesting things that have happened, the difference that service delivery has made as we have been going through this pandemic. So there are obviously, I'm hoping, as I say that you're seeing things going through in the chat bar, but I thought that I might draw your attention just to some of the scale or some of the things that we have done as a Civil Service and very specifically as a profession to manage through this particular COVID crisis. So between us, Peter and I are going to share a few examples. So I'm going to start with the sort of close to home. Let me start a little bit with what's been going on in HMRC. So you will have I'm sure heard about the furlough scheme. You'll have heard about our support for self employed. But the furlough scheme, with the with the job retention scheme, we have paid out nearly £29 billion, 1.2 million employers have been have been using the furlough scheme, and about 9.4 million jobs have been furloughed. So in HMRC, we talk about the fact that the NHS is saving lives and HMRC is saving livelihoods, you know, a real massive impact. And I think at some point in some cities across the UK, the government was paying the wages of material points of those towns. So you know, a massive ability for people to pay their rent, keep their bills going, look after their families. For the self employed scheme, as at the beginning of the week, just short of £8 billion, claimed to 2.7 million individual claimants. So again, a massive impact. Now, obviously, schemes launched at pace don't help everybody. And you know, though, there's lots of views of the things that we haven't managed to do. But you can see there that in terms of supporting the economy, and operational delivery, and the real support for citizens has made a massive difference. So Peter, you you had an example to offer?

Yeah, I do. And I'm going to talk a bit about the Home Office. But I also wanted to say a massive congratulations to colleagues in HMRC. And to you in particular, Angela, for leading that because actually, what makes a difference in situations like this is working up pace and delivering on time. And it was incredible to deliver the furlough scheme at the deadline that you needed to do and that was amazing. So that's fantastic; fantastic work by HMRC, fantastic work by the Passport Office. I was also gonna flag up the Home Office and colleagues there - many congratulations because you've created the opportunity for three visa extensions to, I think, something like 3000 overseas health workers currently working in the NHS - fantastically important to provide the capacity support within the NHS. And then other types of work as well the Border Force; you prevented an attempt to smuggle cocaine into the UK and the consignment of facemask and medical supplies. Or you've also intercepted suspected counterfeit COVID testing kits, counterfeit PPE, and illicit and potentially lethal medicines destined for the UK market. So it's amazing if you think it's not just about health care, it's about support behind the scenes to make that work and to provide support and security for people who are particularly vulnerable of present time, and also colleagues across frontline service delivery have had to work in different ways. And within the Home Office, something like two thirds of Home Office staff are working from home. And whilst the third is still at work on frontline duties. So those are some examples from the Home Office and the Passport Office. Keep the ideas I would be really interested in seeing some ideas on some examples on the chat. Great to hear and celebrate some fantastic work across the profession over the last three months. But over to you, Angela.

Thank you, Peter. And and you mentioned the Passport Office there, actually was been a real challenge for Passport Office colleagues I know is how to prioritise given so many colleagues there also working from home, the ability to be able to keep vital passport requests moving in a process that's actually heavily office-based and how to support that whilst also then I know providing some really vital support to you in DWP. And I wondered Peter if you wanted to say a little bit of something about what's gone on for DWP because again, going through that period of those initial periods of as the pandemic started, and you know the the volumes of people for whom actually the DWP and Universal Credit was absolutely vital, was immense. I wondered if you wanted to share a little bit about that because, crikey, the the challenge in job centres and in service centres to deliver and to for the vital service for some of our most vulnerable people has been has just been a really Herculean effort in DWP.

Thanks, Angela. It really has felt like that and I'm actually talking to you from from a Job Centre in Surrey at the moment, but it's incredible what we've had to deal with. In a normal day, typically, we would get something like 10 to 12,000 claims for Universal Credit in a day. There was some days I have to say through March and into April, where we were getting over 100,000 claims and in total, we had something like 2 million claims into Universal Credit over the period from March, the middle of March, through to the end of end of May, and fantastically challenging, but what do we do? We saw an amazing mobilisation of colleagues all across DWP and beyond, to enable us to shift our focus on paying claims, so people in job centres who normally spend their time helping people find work, they turned into many processing centres to support the service centre processing colleagues. Elsewhere in DWP, we saw colleagues who do other types of activity in DWP, also turning their hand to managing claims on Universal Credit. Being willing to be trained up and sometimes moving from completely different roles they might be policy roles, they might be change delivery roles, they might be in other parts of service delivery, and we created the opportunity to enable many, many more people to be

focusing in on on the key priority of paying claims. And the result of that was even on those days where we had 100,000 claims to pay. We were making payments at record levels of payment timeliness right up there in the in the 90% of claims paid on time and in full, which was amazing and, and what we really felt in DWP, and this is a really an important point I want to get across. I talked earlier about the sense of community, the sense that the profession comes together. And Angela, you mentioned Passport Office, we saw colleagues from other parts of the Civil Service coming together as well. We saw the Surge and Rapid Response Team that you've already mentioned, they came in to support us in terms of managing the claims process. We saw colleagues from ONS, colleagues from Ofsted and Defra, and other places as well. And I want to also pay tribute to the work of our technical folk, digital folk, who did some amazing work; they enabled us to be able to provide the link from colleagues in other departments to enable them to work on DWP systems. We know that that can sometimes take a very long time to work in practice, and they managed to find those links and enable people to work in other departments combating some of the differences in approach, but also we, as many, many departments found, we had colleagues who were required to isolate from home for whatever reason, maybe in the vulnerable group or maybe with Covid symptoms or whatever it was, they were able to work but they couldn't come into the office. And, fantastic performance from our digital folk. We got kit out to people from home. So we got in some days we were getting more than 900 mobile devices out to people working from home and we were able to configure them remotely, so that meant that even when we had many, many of our colleagues who had to be at home, they were able to come together and play a role in making a difference and delivering for customers. So, you know, the result of this is we now have something like, well, well over 5 million people on Universal Credit, people across this country who came to receive support from government when they most needed people who needed our support. Many people who have never claimed benefits before, and they came forward for support. And we were their colleagues. We were there to provide them with that safety net, that welfare safety net when they needed it. And I just feel so, so proud of colleagues across DWP that across many other departments who are part of that mission, part of that effort, part of that combined mission to help people at the most difficult times, it's so much to be proud of. When I talk about celebration. We can be so proud of what's being done and I just want to say a massive thank you in whatever way, if you've been involved in that mission or any other of the missions I've described, during the last period, last three or four months in particular, I want to say a big thank you. This is Operational Delivery Profession at its best, delivering for people when they when they need it most. So thank you. Over to you, Angela.

Wonderfully, fabulously said Peter, and I got I've got even more examples, and I say, given the diversity of the colleagues and the departments who are on this call with us this afternoon. So other key parts which might be close to your heart, so the Food Standards Agency so who can't forget the worries that we had at the beginning of this pandemic, that there wasn't going to be enough food and supermarket shelves were being stripped and vulnerable people you know, not just not able, I absolutely remember going into the supermarket and just seeing as if, you know, shelves would just would just empty, you know, not not just the toilet roll aisle, the drinks aisle also, weirdly enough, but also, you know, meat and everything else. And the Food Standards Agency have just done a fantastic job in really driving hard to make sure that the supply chain keeps going, working at the real at the manufacturing end, so thinking about it with the farmers with the, with the abbatoirs you know, all of the places that keep them things flowing through that into the supermarkets, and making sure that during these really challenging times, safety was happening in the supply chain, as well as really driving hard with supermarkets, with

other shops, to make sure that we really had a proper and consistent source of supply at the point where we needed it, because you know, going through these difficult times you're getting actually back to some fairly fundamentals. Are we safe? Have we got enough food to eat? Again, many departments which actually nobody even knows are even there, but without which the country doesn't function. Another great example of that is Public Health England. So, again, fantastic need for Public Health England to help us with guidance, gather data and information, really importantly, to be giving advice, so that the politicians are making as informed decisions as they possibly can about what's going on and gathering health data and obviously helping with some of that really practical guidance and advice to help us all to know how to keep moving now. We had more examples submitted to Peter and I then we could be going on all afternoon of the vital different roles that all the departments played, and I recognise that in the minds of the public, very, very well deserved recognition for people like our fabulous colleagues in the NHS is absolutely well deserved. What I have been pleased to see is actually as we have gone through there has been a bigger recognition about everybody else who in public service, plays their part as I say whether it's from food to the bin men at the local council to keep keep waste moving, you know, all of those things, and you know is absolutely fantastic to see. So I'm definitely like Peter, immensely proud to be, ODP, I really do hope you are too and we've gathered together on a video which I'm just about to share, a few different quotes and thoughts of a number of our colleagues who were also proud to be, ODP so I'm going to play the video and let you see a few people's reflections.

Fantastic, thank you so much and thank you so much the colleagues who contributed into that video. Now we're going to take the opportunity to answer a few questions. You've got about 10 minutes left, and I know that there are an awful lot of you who are putting questions in. And I'm grateful I have a group of lovely colleagues who are attempting to provide themes for Peter and I, so we're not trying to scroll through and talk to you at the same time. And a really great question that has come through and one that I'm sure Peter, you might also be asked in your department is some questions about flexible working. So, during this period of time, obviously, we've proved that we can work far more flexibly than we ever have, you know, in HMRC, we were definitely mainly office-based organisation. I'll declare, you know, my preference for office working. And now I've got 50,000 people in HMRC, doing everything from web chat to phones and everything at home in an incredibly capable and effective fashion, and I know we're not the only ones. And so colleagues are asking what we think some of the longer term flexibilities might be. I wanted Peter if you want to share a few thoughts on that one.

Yeah, thanks, Angela, that's a great question. And it's been an opportunity. I think we've seen every organisation, the response to COVID. It's been a requirement to accelerate ourselves towards the future, and see different ways of working. So I think there's been a number of things that we've seen, that we want to hold on to. I mean, one is precisely that point about service delivery working from home. We never thought you could do it, I suppose it's fair to say, well, we had to try it, we created a virtual service centre, and we realised that we can deliver exactly the same service if not sometimes better. When people work flexibly and from home I think now the challenge is, as we will increasingly I'm sure see more folk coming back into the office, how do we get the balance right, so that we get the right blend between working from home and working in in the office? And I think there'll be some functions where it is better to work in the in the office in terms of things like training is often easier, often when you need to space for teams to come back and collaborate, that's better to do face to face, but

we can look into much, much more of a blended approach to working from home and working in the office. That's one thing. And then there are other amazing things. I had this fantastic presentation yesterday from teams who deliver support to people of retirement age. So that's completely different from Universal Credit. But we move folks away from some of those service lines in order to reinforce on Universal Credit, and I thought, how do we manage the demand and they've, they've actually accelerated a lot more automation. And so you've got more of the claims that are being done end to end online, customers, even that retirement age cohort, more of them are able to navigate services online. And so the other thing that I really want to hang on to is this sense of getting the machines to do the things that machines do best, some of the mundane kind of processing repetitive tasks, freeing up our people to work alongside vulnerable customers, vulnerable claimants so we can get alongside them and understand the needs that they've got. So I think increasingly freeing up people to do the things, for example, helping folk back into work, we're putting more folk on to the frontline in job centres. And we can do more of that by investing automation in some of the back office processes. So a bit more working from home, bit more into the blend a bit more automation in some of the processes that we run, a bit more though, service delivery folk working alongside vulnerable customers, helping to tailor our support to the needs that they've got.

Thank you. And from my perspective, I think one of the really intriguing things we've learned is actually how to be a lot more inclusive. So it's interesting, isn't it, when you know, you'd think we're how connected we all are because we go to work every day and we sit next to each other. But actually the feedback that I'm getting in HMRC, and I don't know if this is your experience too colleagues in your organisations, is that people have probably never felt more close to each other than they do now. So, very sadly for me, the cat regularly walks across the screen, you know, you can see inside my house, I'm very nosy. I'm very interested in looking inside people's houses, you know, we're probably spending more, really knowing more about each other than we did before, but also the use of digital. So there is Microsoft Teams is the gadget that HMRC uses and I know between different departments, we use different things. But how many times do you travel to an enormous meeting and you sit there and you never get a chance to speak? Or you could you know, travel all that time for an hour and then you and then you head back down again. The use of Teams I think is really democratising, has really democratised meetings. So the ability to put some chat down the side, the ability to raise your little virtual hands to get your voice heard, I'm in meetings hearing from colleagues who in a face to face environment wouldn't necessarily get the chance to speak because it might feel that you know, they don't have the opportunity.

Also, right today, you can see subtitles on this meeting today in Microsoft Teams, which again, we use in HMRC, you can switch on subtitles. So colleagues with hearing difficulties can actually join in conversations that they might have struggled to do in real life. So it is really interesting to see how a shift in working isn't only, hasn't only allowed us to be able to deliver for our customers, but also perhaps changes a little in the ways of working and there were some questions here in the questions about how do we, how do we learn the lessons, and I think it's really incumbent on all of us but also on leaders like Peter and I, because there's a risk isn't there that at some point in the future, we'll go, 'Lovely, that's absolutely excellent. Everybody back to how you were'. But actually there are some fantastic things that have occurred during this change of working habits and working patterns that we really do need to hold onto. I do think from a wellbeing perspective, not everybody is flourishing at

home. And again, how do we understand what we each need to flourish from a work situation? Personally, as a really strong extrovert, I struggle enormously with working from home. I need, I need the contact, I need the interaction and as gorgeous as this lovely Surface Pro is, it doesn't give me enough. So I can't wait to be full time back in the office. But there are lots of people for who actually if they never set foot in an office again, they could be perfectly happy. So I think our challenge as a Civil Service is to think about the way we include all of the different versions of our experience of being a colleague, and couple that with our technology, couple that with our opportunity to deliver different services to our citizens, and then really kind of see how we move on from there. So it's been, in terms of some of the questions about what do we hold onto, how do we hold onto the change, the for me, that would definitely that would definitely be one of them. And then I think there was a there was a question here about how you get a chance to join into the profession. Now, I'm hoping that what Peter and I have done for you this afternoon is just shown you what a wide variety of fantastic career opportunities that you can have as an operational delivery professional. And one of the really great things, I am a Leeds-based person I'm active in the Yorkshire and Humber region, is that actually, if you were to look in your region, most of the service delivery departments are not in London. Most of the service delivery goes on out across the country, whether that be small agencies or great big departments like HMRC and DWP. And I can't encourage you enough to make contact and understand explore Civil Service Local, which is a really great way of knowing who else is in your region, but also to take part in what goes on in the profession. And we have, there's Twitter and there's Facebook, and there's various videos. So if you search for the profession online, you will find an enormous amount of information and lots of stuff that goes on regionally, which you can take the opportunity to connect into, and to find like minded colleagues, and I, you know, I know sometimes people think struggle, and they think how do I find the opportunities? How do I get promoted? Or if I how do I find different organisations because I'm passionate about something else? Please, well, I would encourage you that the profession is a real way of using that that infrastructure to help you to connect, and help you to find all of the different fantastic things that you might be interested in. As I say, if there is a topic you are interested in, then there's they're probably looking for a service delivery professional to be able to make a contribution to all of that. Now, I think that we are just about at the end of our time, and I think we're quite disciplined with this because I think we get cut off quite fast. So Peter, is there any final words that you had wanted to say?

Yeah, look, a few things really just be proud of what we've achieved. It's an amazing profession we've delivered so much. Connect up, be part of this amazing community and this is a great way of developing your career and growing and being the best that you can be all across the country. And the final thing is just remember why we do it. We're here to support our country, to support citizens all across, all across the four corners of the UK. We do it amazingly well, at the end of the day, we should measure our success by the impact that we have on the lives of people all across the country. And that's our focus, our focus on transformation on change should all be about how we deliver the best possible service to those that rely on us. So let's go on and doing that let's be the best that we can be for the people who we serve each and every day.

Thank you. I'm not sure that there's more to add than that. So I remain IMMENSELY proud to be in the Operational Delivery Profession. And I do hope that you are to please do enjoy the rest of your

experiences on Civil Service Live and on behalf of Peter and I, thank you so much for taking the time to join in with both of us this afternoon. Goodbye.

Goodbye. Thank you