

Podcast: Strategy To Action: The Impact of Digital

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Marc Davies

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Alex Swift: Croseo, welcome. This is the Audit Wales Podcast. I am joined today by Tom Crick, Chief Scientific Advisor to the UK government's Department to Culture, Media and Sport, and Marc Davies from Cwmpas. Do you want to introduce yourself, and say where you work in the area of digital?

TOM CRICK: Hello, so Tom Crick- Alongside my DCMS role, which I recently started, I'm also a professor of digital policy at Swansea University. Very broad interests, because I cut across digital all the way from education and skills, having led a lot of the curriculum reform work in Wales over the past 10 years, through to digital economy, national infrastructure, health and social care, and broader digital public services. So yes, looking forward to the conversation today. Thank you.

Alex Swift: Thank you. Marc?

MARC DAVIES: Yes. I'm Marc Davies, I'm Digital Programme Leader to Cwmpas. Cwmpas, formerly known as the Wales Cooperative Centre. We always have to say that, because it's still a reasonable new term. We're a cooperative and social enterprise development agency that have been operating in Wales for 40 years, and my role is to help those organisations with a social conscience to improve their use of technology. Be they charities, social enterprises, community enterprises. And we also work a fair bit across the public sector, with the local authorities and health boards.

Alex Swift: Thank you. So this podcast follows our event on strategy to action, which you both spoke at, looking at how digital impacts the public sector. I guess my first question to you is: With more and more services, from banking to mental health support, moving online, in a world that increasingly relies on digital technology, how do we tackle the problem of digital exclusion and disenfranchisement?

TOM CRICK: I think we'd probably have to- Maybe open up- Reflecting on some of the things I spoke about, and Marc spoke about, at the two events. And I think recognising it as interdisciplinary or multi-portfolio- It cuts across different aspects- There is a very clear infrastructural and accessibility issues. In a sense of connectivity, and access to devices, and the very nature of what it means- The idea of being in digital and data poverty, so there is a lot of work that has been done across the UK- And certainly in Wales, over recent years- But I think it's probably a broader understanding that this is a societal imperative. So actually, you think about not being able to do things- So you know, access public services, banking, pension, all of that kind of stuff which is really problematic for different parts of society. But I think it's really clear that this actually increasingly disengages you, or can cause broader societal issues, around you ability to be a citizen or to meaningfully engage in societal discourse and discussion. So you know, we can talk about things like the polarisation of stuff on social media, or the rise of misinformation and disinformation, but it is very clearly a societal skill to be able to not just be digitally literate or digitally competent, you have to be data-literate, you need to be computationally literate, you increasingly need to be AI-literate. So recognising that these sort of things- It's not just about people who want to work in tech or- It's the type of jobs or the skills you have for the things you may wish to do in the future. This is a very clear societal, cultural, and economic imperative for everyone at any age, doing anything in society. And I think that's particularly relevant for Wales, for where we are now.

MARC DAVIES: I'd agree wholeheartedly on all of that, really. It's a must-have skill at the moment, and- Whereas maybe some of the digital exclusion- It's drifting in a little bit, digital exclusion- What I'm seeing on a day-to-day basis nowadays is drifting into kind of general media literacy, along the lines of some of the points that Tom raised there on what- How we interact with technology every day, and what information we see and hear and digest, really. It's a massive education piece around the digital exclusion and disenfranchisement and digital literacy area, where- We have to really – as a nation – be responsible, to ensure that we're trying to recommunicate the best possible information we can and help peoples that are maybe lower down that literacy scale. And understanding how to make best of this information, which obviously is coming at us thick and fast, and in the palms of our hand in most people's instances, every day. And it's definitely a challenge, but we have to- It's something we have to try- We work with universally at many levels of- From education, at school level, right through to senior citizens.

Alex Swift: Thank you both, and something that really threw this issue into stark light was of course the pandemic. Which of course meant that all services moved online, which meant that people who are perhaps disenfranchised from digital technology or can't access digital technology were suddenly cut off from the rest of the world. So what were the specific ways in which the pandemic highlighted these issues?

TOM CRICK: I think the idea that the visibility of digital and data poverty – which has clearly always been there, and has been a problem for lots of people, and particularly a problem in Wales – was kind of exploded into the fore, because suddenly, it was really visible, and people were aware of not being able to access public services. You couldn't access education, you couldn't buy- Arranging your online shopping, all of that kind of stuff. And just living your daily life. I guess the challenge with that sort of emergency reaction during the pandemic, about trying to address this, it was about kit, it was about infrastructure, it was about making sure people had devices and the ability to connect to stuff and to be able to do the things they needed to do. I guess the challenge now, in this post-pandemic, new normal, new abnormal- What does it mean to meaningfully address this for the diversity of challenges that we have across Wales? So it isn't just about this being contextualised as a rural urban problem, because you've got challenges in the centre of Cardiff just as you have in Ceredigion. So I guess, just sort of reinforcing that- It isn't fixed. I think we are much more aware of the challenge and the scale of the challenge, and the problem actually requires a multi-valued- Various different approaches and interventions across different organisations, different government departments, and sustainable policy as well.

MARC DAVIES: For- For us, the pandemic- It forced people to pivot their ways of working. It was forced upon them. And the acceleration of digital take-up over the last three years has probably been more intensive than it has over the last 10 to 15 years, across the board. Especially in the sectors I work. So now, coming out of the other side of the pandemic, I think organisations now that did pivot and did deliver services virtually- It was the only option for them, really. They've got strategic- Quite big, strategic decisions to make. And I'm sure that's not- There's not many of them that'll have done that decision yet, as to how- *How do we deliver our services best? What have we learnt from the pandemic? We've got two different business models now, to compare. How it was during the pandemic, how it was before. And how do our customers or our users- How do they- What are their expectations moving forward?* So there's a massive area there, which- Again, I think Tom says- It hasn't been fixed

yet. I would totally agree with that. I think we're still really in this post-pandemic stage of, right- How do we take these forward? What decisions do we make, really?

Alex Swift: Okay. Following on from that, then, you've both talked at length about servicing considering outcomes for service users, in designing their digital strategies. From your perspective, what are some examples of good user-centred design, and what should services aim to avoid in developing a digital strategy as well?

TOM CRICK: I think I would definitely- Marc will be the absolute expert here. But maybe some bigger picture stuff from my perspective, having seen this at sort of board level and maybe national policy level. And I think absolutely cocreation, codesign, coproduction approaches. So if you are not meaningfully engaging service users- You know, citizens, basically, or it could be learners, patients, whatever your- With whom you're working, then you're going to be absolutely scuppered. I think there is a real challenge historically for some organisations, where it can be a very top-down kind of digital strategy where it's very- It's either very organisationally led, in the sense of they think about what it means for them and maybe not for the people who are accessing services, or is it very technology led, so in the sense of it's- It's- Maybe it's more of a technology strategy rather than a digital strategy. About how they're going to use specific tools and technologies. And I think that user-centred design- Like, who- What are you designing? For whom are you designing these services for? And actually, if they're not meaningfully involved right from the start, you're not recognising the diversity of challenge or the diversity of an accessibility and potential use of a service, then I think that's really challenging. And also just recognising that digital strategies have to shift and evolve, but they need – absolutely need – senior buy-in. So the worst thing you can- Suddenly this is kicked to the IT department because it's about digital. *So it's going to be text stuff, so the head of IT can look after this.* But I think, increasingly, when you see digital strategy, ultimately- I think it's just the organisational strategy, basically, is the digital strategy. How are you meaningfully embracing this approach and new ways of working? Being able to do stuff, little digital transformation piece. And actually, that needs to be led by- It needs leadership from the top. So actually, if you haven't got board-level exec director, chief executive, responsibilities and oversights and engagement with this, then that probably is not going to be a successful development of a digital strategy for the organisation.

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MARC DAVIES: On the back of the pandemic and having this kind of- This two years of being quite distant from, maybe, your end users- We need to get closer to those. If you're adopting a service design methodology, so you need to get closer to those end users. Understanding their needs better, and how they interact with you. You need to meet with them, speak with them, be inquisitive and ask questions. I think maybe in little bits, we've distanced ourselves from some of our service users. We need to think more about them. The mix of people we're reaching, so that it could be one service being delivered to many different generations of individuals. So how are those generations different generations? How do they interact with technology? Because they might be receiving it through different platforms. So you need to walk through them from roots to branch to the tip, of typically how a client would interact with you. And that's something, again, that people get- There's a lot of assumptions thrown in there. Has a lot of people who deliver services have actually gone through the process of interacting with their own service and seeing how the- Mapping that journey out? Seeing where there could be areas for small improvements, really. Accessibility, then, we've got to make sure that whatever you're doing is accessible to all. There's a legal requirement for that. And then you've got to- One thing I don't see we do a lot of in a way is research how others do what you do. So benchmarking something. *I was doing it better than you, or where do you fit on the spectrum of how things are delivered?* So that's something I think- I really encourage people to do, is find out what good looks like elsewhere and *what are they doing different to you?* But then a key thing there is, if you are going into that strategy adoption stages, don't overcomplicate it. Don't set it in stone; that's one of the key things. It's not like, a five-year strategic operational strategy. A digital strategy needs to be dynamic, and it needs to be- You need to be able to adopt it when- If something isn't working, you need to stop and change, it has to be responsive. That's one of the key things that people don't do. They develop a strategy, and they just- They try and keep to the same strategy for a number of years, where it's not working. It needs to stop, and you need to reevaluate it, really, and sort out the problems.

Alex Swift: Thank you. I want to talk about the ethics of digital as well in this podcast, as what we're seeing through things like the Cambridge Analytica scandal, for instance, is working in this space inevitably throws up questions about surveillance and privacy. So what responsibilities, in your view, have services got to design their digital work in an ethical way?

TOM CRICK: Yes, I think there's- Further to kind of the legal and regulatory context that we are operating in with things like data protection, GDPR, algorithmic governance and transparency- That kind of stuff. Automated decision making. I think the landscape is rapidly changing because of the nature of AI-enabled services or intelligent services, intelligent systems, intelligent devices, that kind of stuff. And even I guess from a generative AI perspective. What does that mean in a regulatory, legislative sense? That's not just a UK problem, that's kind of a global issue. I think there's- So actually when you are using these tools and services- One, there is clearly a compliance piece around relevant legislation and regulatory context. But actually, I think it's sort of beholden on organisations to be very, very open and transparent about how they're using data, what they're doing with tools, systems, products, services. What it impacts upon service users, citizens, whatever. And just be very, very candid about this. I think it's- That's the only way that you are going to be able to develop trust, because ultimately a lot of people don't understand how this stuff necessarily works. There is increasing lack of trust in software and systems and organisations collecting data and perhaps misusing data, or using data for more than it was necessarily intended and collected. So actually, just the blanket collection of data and using it for other means is just not the way to go. So I think particularly in this public sector, there is a huge opportunity to be very clear and transparent and open about how this stuff is being used. Give people the opportunity to opt out as much as they possibly can, so the idea of- You give people agency and autonomy, and you empower them with this stuff, and they have the ability to say "no" if required and if needed. And I think that's a very clear way to develop much more trust and understanding of things, that can have a massive positive impact on people's lives.

MARC DAVIES: The sector where I work, as I mentioned earlier – the charitable sector, the social business sector – it's all built on trust, really. That's the key word here for me. And obviously, the first port of call is you've got to ensure that you're compliant with the current data regulations. But then you've got to also be- You've got to teach these organisations to understand reputational damage. If something went wrong, how would this impact you if it wasn't done right? And would you lose that bond, that trust bond, you have with your current members or service users or clients, whatever you call them at the moment? So, for me, that- The risk here is they've got to understand the risk. There's clarity in communication, then, that they have to hound if they are using AI, or intend to use AI, within their processes they're adopting. It just needs to

be completely- Explain that clearly on their policies or on the- On their website, sort of thing. So that everybody understands why they're using it.

Alex Swift: I'm curious on this. Is there any good practice or ideas that either of you are aware of, as to how to use data in a more ethical and respectful way?

TOM CRICK: I think that is a great question, and I think it's really challenging, in that it's a virile environment, I guess. You've got- I guess even things like the new Online Safety Act are a good example about protecting people online. There's obviously a tension between- What's that mean from a free speech perspective- Very broadly defined, and obviously things that are harmful and can be perceived to be harmful. But I guess I- That's challenging, when you think about- I guess, what does that mean from an organisational perspective, kind of operating in- I've been on Twitter for a long, long time, and I guess that's become a very different place over recent years, from what it used to be. And it used to be a very fun and professionally useful and engaging place. I've written papers with people that I've never met. I've collaborated with people and had really fruitful professional discussions online. I think that- I guess probably somewhere it comes down to- About being- That kind of honesty and openness and transparency around organisations having a very clear, maybe articulated, policy around how they use data. Not just a compliance piece, under DPA or GDPR, but actually being very clear about- You know, *we do not use your data for anything else apart from what you allow us to do*, and- Very, very clearly saying, *we want to help you, but we aren't going to sell your data or do all this sort of stuff*. I guess people being more open and honest about that, and not overreaching when they ask for some of your information- They don't try and collect as much information as possible. The idea of people – You sign up for a product or service, and suddenly, your email address gets bombarded with loads of other random stuff because- You know. And these are kind of grey areas, but it's- These are people's lived experiences. They're increasingly reluctant to give their email address or their mobile phone, because they know they're going to start getting random spurious texts or email messages after a period of time. So I think that- I guess there is something about being very honest and open, and articulating that is very visible, and you have to stand by that. But I think also, it is about living what you're doing as you say you do. So actually that is- You have to stand by those principles and there is something very seductive- And I can see this well as an academic researcher. There is something very seductive about collecting as much data as possible, because you might get more insight, and you might be

able to help people a bit more. You might be able to get a bit more insight into the problem. But actually, part of that is you only ask for and collect the data that you need to do for the things you need to do. And I think some of that necessary and sufficient type stuff- And being very clear and honest and open about that.

MARC DAVIES: I think there is an opportunity for business or organisations to create a unique USP kind of functions here by kind of being clear and open like that. It is kind of- It builds on that respect of the consumer. Because ultimately, the consumer will vote with their feet if you have done some sort of discrepancies. So I think that's key to it all, is- To have that understanding of who your consumers are, who your customers are, and try and build that bond of trust with them by being open and honest and have those distinctively unique terms and conditions, or public policies. And not some sort of template that's copied from something else. Not those compliance documents, but something that's unique to yourself.

Alex Swift: You touched on artificial intelligence in your answers. Now, we can't have a discussion about digital without mentioning this, in that it's currently one of the biggest questions in the digital world. So broad question to finish off: What place does AI have in service design and organisational strategy?

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TOM CRICK: Yes, I mean, I think- This is the million dollar question. There's a lucrative consultancy for everyone. I think- I mean, it's impossible to articulate how- I'm going to try to do it, but it's ridiculous how impactful AI has been on the whole breadth of society over the past 18 months, two years. So I'm a computer scientist, this has kind of been part of my research and policy world for a long time. You could just about argue I did a PhD in things that could be adjacent to AI. But it's kind of interesting how AI's been this field- I guess from the 1960s onwards and has been- You've seen the development of AI-type technologies and tools over a number of years. And then suddenly this absolute explosion of what it means for just an average person in society. You know, the ability to have it on your phone, or to have devices around your home, or to use- To download a piece of software that can generate AI art instantaneously, or you can use things like ChatGPT and other generative AI tools to generate text for essentially any purpose. That is transformational in lots of ways. It is scary in lots of ways, because we talk about the disruptive

nature to jobs and different types of careers, and what it means for certain people. But actually, I guess the challenge for me- There's a technology- A tech research side that I think is really interesting, around frontier development- Research and development around AI technology, which I think is really important for Wales, it's really important for the UK. So saying with colleagues in various Welsh universities and certainly at Swansea, there's also this kind of wider piece around "What's it mean for people? What does it mean for citizens? What does it mean for communities and society at large?" So there's already clear economic imperative, but what does that mean for language and culture in a bilingual nation? What does it mean for the Welsh language when you talk about things like accessing intelligent systems and services online, for people who want to do stuff through the medium of Welsh? Or what does it mean for education and skills?" So actually, we know this is disrupting education. If I asked you to write a 1,500 word essay on a particular topic, it would be quite easy to go to ChatGPT and generate a 1,500 word essay for me. So what's the very nature of things like education and learning and teaching and assessment look like? I think those wider questions, there is a very clear UK and global regulatory context that we're operating in, which is unknown, really. We're seeing the UK and EU positioning, there's obviously US, China, lots of other countries. But actually, I think the- What does this mean for people right now? It probably comes back to the point of- You know, *is AI going to be the destruction of humanity?* I don't think so, I'd really hope not. *Is AI going to be humanity's saviour?* Well, maybe it's going to- I think there's somewhere in the middle about, like, *what does this mean for the huge potential of AI for everyone?* But I think my fear is around *this is going to be unevenly distributed*. So how do we make this much more equitable and accessible and empowering for everyone, rather than people who either can afford to pay 20 bucks a month to pay for a particular service, or in the sense of actually, it just- The benefits are not equal across society. So if we're talking about the empowerment, or the wonderful impact of AI, then I want that to be much more widely felt and embraced by people. And I think there is a specific challenge and opportunity for Wales here. We are- I've always pitched this Wales as this kind of digital policy testbed, and the bilingual context is massively interesting. I do wonder whether there's someone that could- How could Wales massively exploit this as a data nation, digital nation, as an AI kind of- Bilingual AI- Digital policy testbed. I think there's a huge opportunity in the public sector, for example. But again, maybe it comes back to those points around openness, transparency, not the agenda being driven for the benefit of citizens. It being much more citizen-centred, rather than maybe being technology-led, in that sense.

MARC DAVIES: It's quite a thing, isn't it? And obviously it's become mainstream. It's been around for years, obviously, but it's become mainstream over the last kind of 16, 18 months, through things like ChatGPT mainly but- Yes, one of the challenges I'm always- I hear on a weekly basis in our sector is the lack of capacity, the lack of human resource. So there's potential, then, maybe for AI somewhere in there to assist in a way, to enhance that capacity. If it can be used as a tool to plug a gap, sort of thing. So I think there's scope for it to be a good opportunity for it there. I'm really, really excited, because- We're playing in this tech for good space, which is- There's a whole lot of workers but a social focus, really. Is- Individual learning styles, for example. People with learning difficulties. If you could have an AI- Virtual AI tutor that is matched to your specific learning need. How empowering that could be for people that maybe are struggling to learn at the moment, or maybe are not progressing at the same pace as people that aren't having those difficulties. So I really think there's something there that could work on a societal issue. And likewise then, an overburdened NHS system we have in the UK at the moment. Imagine having an AI, virtual kind of health manager sort of thing. So someone is there managing your unique health requirements on a daily basis, or always or a kind of "on tap" basis, really. So there's a chance for people to come out of ill health or manage their health better because they've got someone there by their side. So for me, the opportunities are massive in that social space, where a lot of people are struggling at the moment. Yes, there's concerns, and there's risks, there's dangers, I understand. But once we get those safeguarding issues in place or are a bit more confident around those, I think the opportunities outweigh the negatives, really.

TOM CRICK: And just to- So I totally echo what Marc says, that the whole focus on say, like, AI for the public good. I think that's a really strong message to drive through there. So I think the health and social care piece is really interesting around- You can talk about personalised education, you can talk about personalised healthcare, you can have these intelligent assistants kind of- They could be used for productivity, broadly defined, and having an impact on public services. But I guess there's the thing around *humans need to be in the loop*. It's really important to make sure humans are always in the loop. We don't want a sort of *computer says no or computer says yes* and we kind of reinforce biases or issues with the data or all that kind of stuff, so- There's that kind of governance and oversight piece. But I just totally echo Marc's point. I can sometimes be quite critical about this, but I think maybe importantly, guardedly critical about this and ask those questions about *who benefits? How is this going*

to work in practice? Is it sustainable? Is this going to disadvantage people? But I am really, really positive about this. I think there's a very tech-positive, in the broadest sense- I want this stuff to be of benefit to humanity, to society, I want this to be a benefit to Wales in lots of different ways. But I think that we have to keep asking those- Be guardedly critical and ask those questions about- *What does this mean about implementation? How much is this going to cost? Who's going to benefit? Is it going to be a wider benefit to society or is it going to be disadvantaging communities or demographics or different people?* And I think these are the questions we have to keep front-and-centre when you talk about governance and assurance and accountability around AI, particularly reinforcing the point you said before about- *This needs board level and senior leadership oversight.* This isn't just about, you know, Let's- "We decided to do some stuff, let's let the tech guys get on with it." I think this has to be- These are board-level, interesting decisions about some of this stuff. Because that's how you make sure that there is this significant oversight in governance and assurance about how these things- We are in a frontier technology. This is- The example I gave fairly recently was, "We're in a Napster era; we're not in a Spotify era." So actually being able to have that focus on what it looks like in the short- and medium-term with things changing so rapidly, that's- You need that board-level, top-level leadership and oversight on some of these tools and technologies.

Alex Swift: As someone in the public sector who's from the creative space rather than the maths or STEM space, something I see a lot of discussion around on my Twitter feed and elsewhere is this point about how AI can imitate works of art. Like, it can do a drawing. But obviously, that comes from synthesising the work of real-life artists. But I suppose the worry is that some businesses will see the potential of AI to do a drawing and decide that it's just a lot easier to get AI to do it rather than get an artist to do it. So I don't know what my question here is, really. But is there- Is there a risk of using something- Especially in that creative space, if we rely too heavily on AI? Or don't you think that's really a risk?

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TOM CRICK: Yes, I mean, I think these are the current challenges around- I guess it sits a bit with my new role, but- Protecting the creative- The very strong creative industries in the UK. I think that's a massive thing for Wales, when you think about the creative, culture and heritage sectors. It

actually, again, is a really interesting Welsh language piece to this when you think about music, poetry, art, everything else. With the distinctive nature of Welsh heritage and culture. I think that's exactly where- You know, this is where we are with that kind of frontier piece because it is around legislative, regulatory context. And this is a UK issue, this is a global issue. So if you think about large language models kind of sucking up content online, that's hard because if you're an IP owner or it's about copyright and content that's available, I think there's still some really- People are trying to work this out, with what it means to be fair, and actually to make sure that there are- Some of these tools and technologies could be developed. But yes, I think that is the real tension, because if you are a content creator and you are a- An independent artist, or an SME, and- How equitable is this for these to be sucked into a large language model? Is it about- Should you be compensated for that? There's a real, interesting hot topic around copyright, IP, and I guess AI more broadly. But I think this- We're right in the weeds with this, to work out what's a position for the UK, what's fair and equitable, what is kind of- Supports innovation and is open and facilitates research and development and facilitates an environment which new products and services can be developed too. I think there is a real tension here.

MARC DAVIES: Yes. It's a tough one to answer, isn't it? But I think it's- The creativity- I think we need to kind of- Somehow have some sort of process in place where that's- The creative side of some of these other works, is supported, isn't it? Otherwise, it- I think it will go down the path of least resistance and someone will just punch a prompt in, and it'll churn something out. So it's key that these things are seen in that light, where you do need those creative people sometimes to inspire new work and to keep that kind of- That area growing and continuing. Otherwise it'll die a death, and it'll be very sterile. I think it's- That's the danger, so- How it's done, I can't- Tom is more close to that circle of things than I am, thankfully. But yes, it's the challenge to sort that out and- That's a bit of a waffle of an answer, but I think that's where I am at the moment. We've got to keep- I don't want to use the word "funding," but we've got to keep encouraging creativity however that comes about. Maybe that goes back to the curriculum. What will the consumer, in 10 years' time, want? It's- Because we're driven by the consumer, and the digital consumer is a very impatient one, isn't it? They just want things here and now. Amazon have kind of moulded us now into this kind of *you click today and it's on our doorstep tomorrow* type of mentality. So we've got to somehow balance that- That attitude of wanting things here, now, and then, when some of this creativity stuff takes a long time to bring to the surface, really.

TOM CRICK: Just very- And I totally agree with that. Just very quickly, Alex, on your point. It's interesting you kind of draw the distinction between two cultures. So, it's either arts and humanities versus STEM. And I think it's really interesting. This is- This kind of debate is really pulling together that interdisciplinarity around that, so- Yes, the very nature of creativity and innovation, though actually rather than it being- You could decompose it into *this is a technology problem, so we need scientists and engineers to think about this*, but actually this is having a massive impact on society, culture, and economy. So there is a very clear social science aspect to this, there's a very clear arts, creative economy piece. There's creative industries. It's about people's lives and what they want to do and how they want to do it. So, this- It clearly can't just be a technology problem. So, I think that's really interesting around *how do we make sure there's this- This brings that interdisciplinarity*. I know this is a bit of recent events with the Royal Society, British Academy, Royal Academy of Engineering. Their- This is not just a STEM problem; this is a shape problem. Social sciences, humanities, the economy and culture and everything else. Like, how do you ensure that there is a diversity of voice and perspective? So maybe full circle comes back to your coproduction, participatory piece. How do you ensure you hear that plurality and diversity of voice when some of these things are being discussed and considered? So, it isn't just about tech experts maybe driving the agenda, because it is about AI development. It is about innovation. So, I think that's- How do we ensure that happens? And maybe that's in our gift, a bit, in Wales. I think there's- To bring that diversity of perspective and how it's going to impact upon people across the entirety of Wales as well.

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