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# TRANSCRIPT OF PODCAST

## WORK WITH PURPOSE

EP#7: *SMALL IS BEAUTIFUL* with REBECCA CROSS, ACT Coordinator General, COVID-19 Response and KATY HAIRE, Director General, ACT Education Directorate

Hosted by DAVID PEMBROKE, Founder and CEO, contentgroup

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DAVID PEMBROKE: Hello, ladies and gentlemen and welcome to Work with Purpose, a podcast about the Australian Public Service. My name's David Pembroke. Thanks for joining me. Today, a double header with a difference. This week, we speak to representatives of one of Australia's two territories, the Australian Capital Territory. The ACT has internal self-government, but does not have the full legislative independence provided to the other Australian states, and is also different in that it carries out local government functions. For those listening in from overseas, the ACT contains the Australian capital city of Canberra and its surrounding townships. And it's home to, I don't know, roughly about half a million people.

Like all leaders of Australia's states and territories, the ACT's Chief Minister, Andrew Barr, has been a member of the very effective national cabinet. Now, the ACT is my home and I love it. And I'm delighted to be joined by two of the ACT government's administrative leadership team, who have played key roles in the territory government's response to the COVID-19 pandemic. Rebecca Cross was appointed as the ACT coordinator general for the COVID-19 response, which is everything non health-related, from her position as director general of the Community Services Directorate. Prior to working in the ACT government Rebecca was a Deputy Secretary at the Federal Department of Human Services. She worked in the private sector as the head of government policy and regulatory affairs at the insurance company Bupa, and was previously head of domestic policy at the Federal Department of Prime Minister and Cabinet. Rebecca, welcome.

REBECCA CROSS: Thank you, David.

DAVID PEMBROKE: We're also joined by Katy Haire, who is the Director General of the ACT's Education Directorate. Katy was lucky enough to move to the ACT from Victoria just six short months ago. She was formally Deputy Secretary at the Victorian Department of Education and Training, as well as the Department of Human Services. She has also held the position of Executive Director at the Victorian Department of Premier and Cabinet, and she was also a former Board member at IPAA Victoria. Katy, welcome to you.

KATY HAIRE: Thank you, David.

DAVID PEMBROKE: So look, we like to start Work with Purpose by getting to know our guests a little better. And Rebecca, I was doing a little bit of snooping on LinkedIn, and noticed that you were fortunate enough to do a job swap from the Australian Public Service into a senior role in the private sector, in a programme that was organised by the Australian Public Service Commission and the Business Council of Australia. What did you learn in your time in the private sector that has made you a better public servant?

REBECCA CROSS: Thanks for the question, David. And I'll just start by saying, I still feel incredibly privileged to have had the opportunity to do the two year secondment, and I would highly recommend it to any other public servants if they get the opportunity. I think when you work in the private sector you get a completely different perspective of government, particularly when you're on the receiving end of government policy. And you see what it's like for a business. And businesses are very different to government in many ways, although some of the core skills you take into the role are similar. And I still think some of the key things which I saw at Bupa was just the

intense focus on the customer because if the customers aren't happy, the business doesn't survive.

I remember the British CEO talking about the need to transform our business, and basically it was digitise or die. It's not an option not to be going online because other companies are. And so there's a really big focus on innovation and they use really good data and metrics to make decisions on how they change services, what they digitise. And they also focus really strongly on attracting the right people to the company. So the focus on people and having people who are attracted to work at Bupa, who work really, really hard to deliver fantastic customer products, customer service, that's what makes them survive and thrive. So in the public service, that's all part of what we do, but it doesn't have the same edge to it because if we don't digitise the business won't disappear, whereas in the private sector, it's just a different reality.

And I think understanding that you can bring some of that knowledge back into the work you do in the public service and probably as well, have a greater appreciation of how important that is to engage with business, so you understand the impact of what you're doing.

DAVID PEMBROKE: Yeah. It's Actually quite interesting. Through these conversations in Work with Purpose, that link between the public service and business is a critically important one. But have you noticed a change in the ACT Public Service during the pandemic, that things are moving faster, decisions are being made faster? Because certainly at that federal level, things are working a lot faster than they were in the past. And perhaps I suppose it's a result of the crisis, but do you think it's going to last?

REBECCA CROSS: Look, absolutely things are moving a lot faster. And I think in the very early days when national cabinet was meeting two, sometimes three times a week, the pace of change was very difficult to keep up with. And you would just get things set and then there'd be a new decision, new restrictions. And I think all levels of government experienced that pace of change. It has settled a little bit since then, but it's still incredibly fast. And we do see here in the ACT, as we're starting to think about easing restrictions, for the business community, they really need to know what that means for them. And they've got to make hard edge decisions about, do I reopen? Because if we change the restrictions later and they have to close again, that's going to have a huge impact, they may not survive.

So the pace is huge, but the need to engage with business, the need to engage with the community, that's incredibly strong. And we've been doing some really interesting things in ACT government, which I might talk a little bit about later on.

DAVID PEMBROKE: Excellent. And Katy, welcome to the programme as well. You're a Victorian. A football team? To get it out of the way early. Who's your team?

KATY HAIRE: Well, I am one of those outlier Victorians who-

DAVID PEMBROKE: Oh, you don't have a football team?

KATY HAIRE: I don't have a football team. I'm open. You can suggest one to me, David.

DAVID PEMBROKE: The Giants, Canberra's team.

KATY HAIRE: I'll go for them. Is that even football?

DAVID PEMBROKE: It is, it is. The mighty Giants, they're Canberra's team in the AFL. But listen, you've come to Canberra from the Victorian Public Service. And I've got to say that I do have a lot of admiration for the Victorian APS. Over the years I've worked on a number of occasions with the Vic APS on bigger projects. And they do things well in Victoria. And I noticed also snooping around on your LinkedIn, that as part of your development, as a member of the Victorian Public Service, it meant that you were able to study at the Harvard University Kennedy School of Government. And you're also able to be involved with the Australian Institute of Company Directors, through which you've graduated as well. And again, those experiences, how have they prepared you to be a better public servant?

KATY HAIRE: So starting with the working in the Victorian Public Service, I agree David, like the ACT it's a great public service. And probably the most significant experience I had while I was there for the 16 years I was there was working through the response to the Black Saturday bush fires. And not dissimilar to what we're doing now, it created a kind of a sense of shared purpose, commitment and passion, which brought everybody together across a very, very large public service, 10 times larger probably than the ACT. And like here, now, we delivered some amazing things very, very quickly. And that was in the face of kind of an almost unimaginable tragedy of 177 people losing their lives almost in the space of a day.

So that was a very, very significant experience for me. Going to the Kennedy School was remarkable. I hadn't quite experienced up close American exceptionalism until I was there. And I was there in 2010 during the health debates under President Obama. And I was explaining to these people how the Australian health system works and how marvellous that's been since the 1970s. And was really surprised at the responses from my fellow students, who were so amazed that such a great idea was coming from a country other than their own. And it made me really proud of all the terrific things that the Australian Public Service and Australian public policy has produced, but it was also pretty interesting to discover that that wasn't widely understood elsewhere in the world.

DAVID PEMBROKE: Yeah. And that Institute of Company Directors, again, what was the motivation behind doing that course to learn more? Was it, again, trying to understand business or governance? Or what was it?

KATY HAIRE: It was understanding governance. It's a terrific course. And certainly for public servants who were interested in questions of governance and understanding how our kind of public service governance fits within other governance frameworks, it was incredibly illuminating. And you do the course, I did the course with a range of people from across public sector and private sector, so you really got to compare notes about different types of decision making, and even different drivers. As Rebecca said, the difference between a dollar bottom line versus the public good does make a difference to how decisions are made. And that was one of the interesting things that we explored in the course. But yeah, it really changed the way I thought about things.

DAVID PEMBROKE: Okay, great. Well, listen, we'll come to now the sort of substantive part of the conversation really is to get in and underneath and try to understand what's gone on here in Canberra because I would say actually through you to the ACT government, on behalf of my family, and certainly the workers here at contentgroup, we've all felt

sort of completely and totally reassured pretty much through the whole pandemic, but really as a local, I think the pandemic arrived after the really devastating bushfire crisis that we had earlier in the year in our region. It was a major impact in the local community. And then probably less serious, but no less worrying for people was then the hailstorm damage that destroyed the private property of so many Canberrans, so many public servants. That was a bad thing as well. So Rebecca to you, how ready was the ACT Public Service for this pandemic when it came?

REBECCA CROSS:

So I think one of the most important things for us in the pandemic has been to work as one government. And that's part of my role as the coordinator general, to make sure that we're all working together, we've got really good governance and decision making because the pandemic crosses so many parts of the community, the economy, that it's really important that we work as one government. And we had been doing that during the bushfires as well. And in fact, that's the way we operate regularly. So I think the difference because the ACT Public Service is a little bit smaller, is we can connect up and we can work across directorates really effectively. And that's one of the things I love about working in ACT government.

We really stepped that up for the bushfires and you would have seen Georgina Whelan, absolutely outstanding. But the work that was behind that and the whole of government effort and the whole of government communications, that stood us in really good stead for the pandemic because we've stepped those arrangements up again. So when we're saying things, we're saying them with one voice. When we're communicating with the public, we actually, we have a panel. I think we're the only jurisdiction in Australia that has a community panel that we've created at a whole of government level, that we can tap into and say, "Is the messaging getting through? How are people feeling? What are people concerned about?"

And the last time we did a survey and I've got the figures here with me, we reached 1200 people within 24 hours and a representative sample of Canberrans over the age of 16. And they could tell us that 91% of them agreed that they were being kept well-informed. They also told us 87% believe the ACT government is responding appropriately. They told us what they're most concerned about, so most of them are concerned about jobs and unemployment, that's 81%, the overall economic impact, 73%, the spread of infections, 70%. We can get that information within 24 hours, and we can use that to make sure that we are giving the public the information that they need. And that if there's things they're worried about, then we can have a think about how we respond to that. And I do believe we're the only jurisdiction that can do that at a whole of government, whole of community level. And it's one of the things we found useful during the bushfires. We're finding it useful again now.

DAVID PEMBROKE:

So Katy, in your experience, obviously coming from Victoria, as you say, it's much larger, but what has been your experience coming to the ACT and what are those differences coming from a larger state public service to a smaller, agile public service, where you can get that sort of response that quickly?

KATY HAIRE:

It is really remarkable, as Rebecca says, the connection between the different parts of the ACT government, it's very real and it's real time. And so during the bushfires, I had certain responsibilities, Rebecca had certain responsibilities. We would be on the phone to each other, setting up the community respite centres, organising those things. There wasn't this sort of whole layers of bureaucracy and protocol. It was just simple decision making and problem solving, that just cuts through a whole lot of time-wasting, potentially. I think one of the other things...

So that's sort of at the whole of government level. There's also a really strong sense of immediacy and closeness to where our services are being delivered in any my case the education through schools, we've got 88 schools here in the ACT, and I can speak to a representative group of principals, I can speak to about 25% of them on a phone hook-up that I can organise in the space of about an hour. Because they feel that sense of closeness to us, they'll make the time to hop on a video chat and give me their advice and tell me what's going on in their schools. It's so much closer than working in that much bigger system, where organising a meeting of principals might take weeks. Obviously at a time like this, we don't have weeks. And so it's really crucial that we're able to make the most of the scale to get in touch with people and get things done.

DAVID PEMBROKE: Yeah, and it's interesting because it reflects... As you're sitting there, I'm thinking this probably comes to part of the reassurance that you have as somebody who lives here because that immediacy does happen and that communication is there and it is very, very effective. But listen, I'm also interested to know how you've joined up to the national cabinet effort because as I said with the chief minister is on the national cabinet, as other states and territory leaders are. So Rebecca, how have we joined up into that? What has that looked like for a smaller agency like the ACT?

REBECCA CROSS: It's looked like an awful lot of meetings to be completely honest. So we have a pretty good... I mean, we have a regular process of meetings to make sure that the information is flowing and that people know what they need to know. Ahead of every national cabinet meeting there's a pre-brief, where all of the relevant people brief the Chief Minister.

DAVID PEMBROKE: So how many people would be involved?

REBECCA CROSS: Depending on the agenda, maybe 15 people briefing him. So there's the Chief Health Officer, there's the cabinet people are there, the Health Minister. And then depending on what else is on the agenda, all of the relevant people are there to brief the Chief Minister.

DAVID PEMBROKE: But then all of those representatives from the ACT are then sitting on all of the various national coordination-

REBECCA CROSS: National coordination mechanisms, yeah. Then the Chief Minister and the head of service will go to national cabinet. All of the Directors General we'll get a debrief directly from the head of service after national cabinet. And then we have a security and emergency management committee of cabinet meeting where they sort of go through, look at the decisions, get the proper governance around the decisions coming out of national cabinet. And that way all of the ministers are also completely up to date on what's happening. And that's a sort of regular routine that precedes and follows every national cabinet meeting.

We then, I follow that up, I meet as the Coordinator General with representatives of every directorate at the deputy level, and make sure that the information is flowing down there. That's a bit more of a conversation, where people can ask questions, talk about some of the connections, make sure the right people are connecting up. And that's just built into everybody's diaries. The Coordinator General's group meets daily, directors general meet at least daily. And so it's a really quick information flow and it makes sure that we don't waste effort with people going off in the wrong direction or missing things.

DAVID PEMBROKE: So how long are those meetings taking? Are they...

REBECCA CROSS: So most of the meetings with directors general it's a quick half an hour sort of catch up in the morning. If there's nothing to discuss, it can be over in 15 minutes, but there's quite a lot to discuss at the moment. The pre-brief with the chief minister, again, it depends on the agenda, but half an hour to an hour, the cabinet meeting, national cabinet goes for, I don't know, two hours, three hours, sometimes longer. And then we have the half hour debrief afterwards, and the cabinet meeting can be one to two hours depending on the agenda. So it's sort of sizable chunks of time that we put into making sure everybody is up to date. And it does mean that things go really smoothly because we've all got the information that we need and we're moving quickly to follow up on what needs to be done.

DAVID PEMBROKE: Excellent. Well, I'm sure one of the topics, obviously that has come up a lot, Katy, is in your world, education at home. A huge change, enormous stress for people. Can you explain how the ACT government has gone about its decision-making process? And obviously inside of that then was the, I suppose the retooling of the Education Directorate and the service to be able to deliver online education. It would seem to me to have been a fairly big task, pretty well executed pretty quickly actually.

KATY HAIRE: You're right, David. And we were actually in a really good position to move to remote learning in the ACT because the ACT was well ahead of many other jurisdictions in terms of its adoption of using digital technology for learning. And it was already part of the future of education strategy that the minister had put out a couple of years ago, that ACT wanted to be at the forefront of how you use digital technology in the most effective way for education. And that went as far as meaning that we had kids in secondary school, all had laptops already, that they already knew how to use quite sophisticated technology, and had a platform that the teachers had professional learning in and how to use it in the high schools and colleges. We also, in probably one of the great examples of that kind of quick innovative thinking, were able to recycle the laptops from last year's senior students who have now left school. And we had a few hundred of these in the store room, to then provide those to the kids in primary schools.

So we were able to distribute around 4,000 still really high-quality working Chromebooks, that were used by the senior kids, back to the primary kids, so that they could commence, they could be ready for doing their online learning. We also got... And this is another example. This took my breath away. I couldn't believe you could do this so quickly. Within a couple of days of the decision that we'd shift to online learning, we had 5,500 teachers, that's pretty much every single teacher, or close to every single classroom teacher, doing online professional learning to improve their skills, so that they would be ready for supporting kids in the online environment.

So we already had the technology, we already had the skills, but we also had this kind of agility to get people together. I confess, I was probably still reflecting a bit of my Victorian expectation that, "Oh, gee, that'll take a couple of weeks to schedule." And my team said to me, this is a Monday, they said, "We'll have this done by the end of the week. Just come and have a look at this online learning." We had teams of teachers in classrooms online, all over the ACT, learning together about how to upskill themselves to be ready. It was extraordinary.

DAVID PEMBROKE: But how hard is it to sort of pick up that skill? Because I know it's a challenge for the parents at home. I know for the kids. I know in my own circumstance, I'm pretty sure that my 14 year old daughter hasn't quite got the hang of it, unless of course, she's going to do a PhD in Home and Away, but how is it? And sorry, I suppose it's more about the further impact. How do we now use these skills that have been acquired to sort of change the way that we educate kids?

KATY HAIRE: I think that's the really important point, David. Because the technology itself isn't the point. I mean, it turned out to be crucial to us being able to continue to deliver education when face-to-face learning wasn't happening. But actually, the longer term advantage that we have by using digital technologies really smartly, is that it gives us the chance to reach the kind of education nirvana, where you have personalised learning. And so you have kids learning at their own pace, you have teachers able to use the digital technologies to do some of the... Using the technology to do some of the planning, and providing the content, and the information that they would have done in the classroom. And then they've already done that digitally. Then they can spend their time with your daughter, or with Rebecca's daughter, or mine, honing right in on what their point of need is and helping them.

And that's one of the holy grails of education. How do you get from this kind of whole classroom, everybody doing the same thing, to kids learning at their own pace and where they need that extra help, they get it, where they need to be stretched, they get it? And that's because the digital technology enables the teacher to use their time in a different way. And that's one of the things we are hoping that we'll take back from this time into the next era of education.

DAVID PEMBROKE: But it's also interesting because we were involved in doing some work for the Education Directorate around future planning around new sites for schools into the future. And I wonder how much this has changed that sort of thinking of, "Well, actually, do we need as much buildings as we thought we were going to have, now that we're going to perhaps have accelerated the way that we deliver education?"

KATY HAIRE: I think we'll always need to have school buildings, David, to bring kids together for some of the social and emotional reasons, as well as the educational ones. But I do think there'll be designed differently because as we grow in our ability to have really personalised individualised learning, kids learn in different spaces and in different places. And that's what some of the modern school design enables. Small group work, which is really crucial for kids to develop some of those skills that employers want, working together, problem solving. You got to do that with other people.

But you also need places or other spaces for kids to do their own individual work, where they're going deep into something. So I think school design is changing to reflect that world, but I think we'll always have schools.

DAVID PEMBROKE: Rebecca?

REBECCA CROSS: There's just a couple of things I mentioned as well. And my previous directorate was the Community Services Directorate. And a couple of other things that the Education Directorate did. We did keep a number of schools open, and that meant that for vulnerable children who needed the face-to-face time that remained an option. And they were sort of really carefully located, so none of them were too far away from people. And the other thing-



DAVID PEMBROKE: And was the data good enough to know where those kids were and the support that they needed, so you actually knew where the kids were?

KATY HAIRE: Yep. We asked parents to register with us and we chose the sites based on what the parents told us. And then we also looked at any of those students who might've needed some extra help, who might've had an issue with learning, or disability, or vulnerability. And we made sure that help was going to be available.

DAVID PEMBROKE: Sorry, Rebecca. I interrupted you.

KATY HAIRE: And where Rebecca was going, we've worked closely with community services.

REBECCA CROSS: And I was also going to say there was also a rollout for the children who were working from home and who didn't have WiFi access. Again, the government stepped in and delivered dongles.

KATY HAIRE: Yeah. To about 600 families who didn't have access to the internet.

REBECCA CROSS: Yeah. So I mean, I think again, from my old hat on, the focus on vulnerable people and making sure that people have access to the learning was really important in the model that we developed here in the ACT. And that was really important because for some children not having that face-to-face learning would have been a huge issue and so we catered for that.

DAVID PEMBROKE: Now, the statistics that you quoted earlier, the main concern I think, is jobs, security, employment, the economy. We're now moving into the next part of this crisis. How are you, as the government here and as leaders in this government, starting to think about this next phase? So the next phase in terms of the economy, the next phase, in terms of education and other things.

REBECCA CROSS: In terms of the economy, we're taking a pretty similar approach to the national government, and looking at which sectors of the ACT economy are most important. In terms of the value they bring to the economy, the number of people they employ looking at how they connect with each other. So if you've got no major events happening, that impacts on your hospitality, the hotel occupancies and so on. So we're doing a lot of work looking at which bits of the economy we need to open up again, what the sequencing is, what the interconnections are between those different sectors. And a lot of work with the business community about how they can be COVID safe as we do start easing restrictions.

I guess the other thing we're very focused on at the moment here in the ACT, as well as just individuals also taking some responsibility. So when we're all out and about we do still need to maintain 1.5 metres, good hand hygiene, good respiratory hygiene. So again, making sure that the best way we can support the Canberra community is to have these businesses reopen, have restrictions ease, but that will only happen if the people who are out and about following those restrictions and behaving well. And most people would have seen in a lot of the malls, retail areas, we probably didn't have that quite right last weekend. So we're really working on how we work with business with the community, so that we have a really safe environment as things open up. There are some changes which are being announced in the short term, most of them are small. It's going to be stage two and stage three where we really start to see a lot of businesses feeling that they can reopen with confidence. And as I said at the very beginning, the worst thing for business would

be to reopen too early and then have to close again because they'll lose a lot of money and that will impact on their long term viability.

DAVID PEMBROKE: The education thing's interesting, isn't it? Around the social distancing. I was having a chat with a friend today who's a school teacher, and I was saying, "How are you going to keep seven-year-olds apart? How do you get them to understand that maybe it's not a great idea to be sort of rolling around in the grass."

KATY HAIRE: Yeah. I think it's a really important point, David. The pandemic's not over, and everybody's going to have to continue to modify their behaviour for the time being. The partial good news is that the health advice is really clear that the virus doesn't transmit at a very high rate at all between children. What we have to worry about in the ongoing operation of schools is the way the adults behave. And that's what we're putting a lot of effort into now. We have to think about how staff rooms are set up, how lunchtimes are rostered. We also have to work with our parents because lots of parents, particularly of primary school children, like to come into the school, but actually every additional adult in the school is adding to the risk.

And so there's quite a bit of behaviour change there that has to happen as well about the drop-offs, the pickups, the parents chatting at the gate. That's kind of where some of our risks are now, and we need to work with our communities for them to understand how and why they need to change that behaviour, as well as working with our staff, because people love to chat and have professional and other discussions at work, but we need to be reminding people that they need to keep each other safe. And so it's about the adults in the school. Fortunately, because I don't think you can physically distance seven-year-olds, as you've said.

DAVID PEMBROKE: Indeed. Listen, one of the features of this podcast is that we hear from the fantastic future leaders from IPAA. And I do have a couple of questions here, but we might just take one today because we're running a bit low on time. But it's from Amy Burgess from the Attorney General's Department. And she asks a similar question to one I did earlier, that we started the year with the bushfires and the dramatic hailstorm in Canberra, and now COVID-19. Amy wants to know, "Where do you see us in the next, say, six months? How are we going to be going in six months time?" I'll start with you, Rebecca.

REBECCA CROSS: Well, in part that depends on how things go as we ease restrictions. I think everybody's made the case that as we ease restrictions we will see more cases. And if that happens, it's the way people behave that will determine whether that's a large outbreak or whether there's something which can easily contain. The good thing is if there are outbreaks the health system here in the ACT is well and truly able to deal with them. A lot of planning has gone into that, and we're really confident in the quality of the health system and the clinical services that we would pull together.

I'm an optimist, so I like to think that over the next six months we will see restrictions gradually eased, have a four week period and then ease them further. So that in six months time, a lot of what we're doing will be reopening. We won't be having large mass gatherings. I'm quite glad. I used to run the Multicultural Festival, and I'm glad we got that very successfully up and running before COVID-19, but events like that won't happen, so there will be changes. But in six months time all going well, people sort of behaving with appropriate social distancing, not just here in New South Wales and other places. I'd hope we'd see a bit more regional travel,

land travel. I'd hope we'd see a lot more businesses, reopening, restaurants and cafes reopening.

I think by stage three, which is the middle of the year, you're starting to look at numbers of maybe 50, possibly even 100 in large places, as long as it's one person per four square metres, so all of those things. So I think life will be, for most of us, we'll start to see some return to normality. But for vulnerable people, until we have a vaccine, it's still going to be really, really hard. For the people who got knocked around by the bushfires and now by COVID-19, it's going to be really hard. And we're looking at what mental health support people will need, how we connect people in the community up, how we look after vulnerable Canberrans. So that's a lot of the work that we're leading across government. Thinking ahead, six, 12 months, and making sure that we're here to support the community as best we can and to support business.

And I would say that for business owners, this has just been one of the most difficult years for many of them. And so they're part of our community and we need to think of them as part of the community, not just as businesses.

DAVID PEMBROKE: And Katy, your sort of reflections on that? And perhaps I suppose maybe the changing attitudes that perhaps the sort of education directorate can play a role in the sense of being more thoughtful, being kinder, being aware of the groups that Rebecca just mentioned.

KATY HAIRE: I think that's part of what education's role is to help children and young people develop that sense of civic and social responsibility. And you hear that from young people all the time, they have that. One of the things that we've been looking at is how do communities and how do education systems recover from events like this? And there is actually reason to be pretty optimistic. If you look at what happened after Hurricane Katrina in New Orleans, or if you look at the Christchurch earthquake, where kids had a traumatic experience and they had interrupted time at school, those kids actually came back and their schools helped them come back, some of them stronger than before, and probably with a depth of understanding that they might not have had. So that's what we will be working towards. School's not going to be exactly the same as it was before, but hopefully the children who attend our schools will have the opportunity to grow as humans, as well as have that educational development the school provides.

DAVID PEMBROKE: Great. Well, Katy, to you, and Rebecca, to you, thank you for your service. And thanks for coming into a Studio 19 today to record our Work with Purpose podcast. To you, the audience, thank you for tuning in once again and for your ongoing support. Thanks also to our friends and colleagues at IPAA ACT and the Australian Public Service Commission for their ongoing support in putting the programme together. Work with Purpose is part of the GovComms Podcast Network. And if you would like to check out the GovComms Podcast, please type that name into your favourite podcast browser and I'm sure it will be surfaced for you.

If you do happen to come across our social media promotion for the Work with Purpose programme, please pass it along by sharing. And if you are feeling particularly generous, a rating or a review will help us to be discovered. And yes, it does matter. So anyway, thanks for your support. We'll be back at the same time next week, when we speak with the secretary of the Department of Defence, Greg

Moriarty and the chief of the Australian Defence Force, Angus Campbell. But for the moment, it's bye for now.

Speaker 4:

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