

TRANSCRIPT OF PODCAST

WORK WITH PURPOSE | EPISODE #109

POLICYMAKING TOOLKIT PART 2

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DAVID PEMBROKE:

Hello, everyone, and welcome once again to Work with Purpose, a podcast about the Australian public sector and how it serves the Australian people. My name is David Pembroke. Thank you for joining me.

As we begin, I'd like to acknowledge the traditional custodians of the land on which we are meeting today, the Nggunawal and Ngambri peoples, and pay my respects to their elders, past, present, and emerging, and acknowledge the ongoing contribution they make to the life of our city and this region. I'd also like to acknowledge the custodians of all the lands from where anybody listening to this podcast today is joining us from.

Now, today we're returning to our masterclass on policymaking with Dr. Trish Mercer, who is a visiting fellow at the Australia and New Zealand School of Government. Andrew Tongue, PSM, who's had a long and varied career across the APS and also the Victorian public service. And Fiona Barbaro, PSM, who is a senior executive in the Chief Minister, Treasury and Economic Development Directorate in the ACT.

So if you didn't listen to last week's first episode of this masterclass, it's probably a good idea to hit the pause button now, jump back to last week and have a listen because it was such a great conversation we have had to turn it into two episodes. So that's what today is. It's the second part of the conversation. Please go back and have a listen to that because it'll make a whole lot more sense.

Now in today's second part, we demystify what's known as the policy window, and unpack why foresight is one of the most crucial skills in policymaking. We'll also get into why evaluation needs to be more than just an afterthought. And our guests also recommend their best resources for aspiring policy experts to learn more about their craft, and there's really a fantastic advice, so stick around for that. So anyway, we pick up the conversation when I'm talking with Andrew Tongue. Let's jump back in now.

Trish outlined in her pedagogical outline of her teaching, that first point really is to understand the government, understand the minister, understand... Where do you get those insights, or where did you get those insights when you were sort of shaping up that understanding?

ANDREW TONGUE PSM:

So I think one of the disappointing things about modern public administration is the way engagement with ministers has been sucked up, at least federally, to really not much below deputy secretary in many departments. And when I was a junior, more junior public servant, you were getting to see a minister as a band once, say. As a junior SES officer,

if you were working on something that was important and that doesn't seem to happen as much. I'm generalising a bit, but it doesn't seem to happen as much.

So that craft-based skill, Ian Watt would call this the public service craft, that craft-based skill that you can only learn sitting with somebody who's done it for a decade and watching them interact with a minister, is a way to learn how to do it.

And so trying as a senior public servant to sit and observe and to not speak, it's a challenge for some of us, and also to know what the issue of the day is. So most departments will try and meet with their minister weekly and there'll be maybe sometimes five, sometimes 10 agenda items. And if you're agenda item nine, and it's really important to you when you really want to get it through and talk about it, and there's two minutes left, just being conscious that for the minister, your agenda item that's the most important thing to you and not important to them. And sometimes just shutting up and letting it slide, but taking every opportunity to observe the minister, observe them speak at conferences, observe them even in Parliament.

One thing many federal public servants don't do is watch Parliament, is just sit. It's okay to sit and watch Parliament while your minister's doing whatever they're doing because it's a great way of seeing how are they behaving, how are they performing? Reading their maiden speech when they first joined Parliament, what was important to them? What were they... Because many politicians act entirely consistently with their maidens, but the best politicians are consistent with their ideology and their belief and they bring it to everything they do, including people who've been there for 30 years.

So doing that. And also where is their electorate? So one of the, again, a mistake that I often made was not being conscious of what's happening, particularly for a House of Reps member, what is going on in their electorate? Who is talking to them in their electorate? Who's important to them and what's going on? And if they're a senator, how did they come to be a senator? And you're not doing that to be politicised, you're just doing that to understand where is this person coming from?

DAVID PEMBROKE:

Trish, you're nodding your head.

DR TRISH MERCER:

Yeah, that's right. Absolutely. In fact, I think you could have written, Andrew, this sort of checklist with the people of how to find out about your minister, starting with their first speech in Parliament where they talk about their family and their values.

And as you say, it is frustrating that in today's public service, I think the power honour of some form of risk management has moved so far up. Even going to senate estimates, I as a branch head regularly gave answered questions and now it seems all deputy secretary level. But you can listen to your minister, you can listen to senate estimates too to see what hot issues are in your place, talk to people like in your Parliamentary branch. So there's a lot of ways that public servants can try to find out what are the hot issues, what's happening, what's the style of my minister, et cetera, and volunteer, go up as a-

ANDREW TONGUE PSM:

DLO.

DR TRISH MERCER:

... departmental liaison officer into the office.

ANDREW TONGUE PSM:

Best office experience I ever had was being a senior DLO in a senior minister's office. That was as important to me as doing my master of public policy. One gave me the framework to understand or the frameworks to help understand, and the other one gave me, "Oh wow, there is another way of looking at the department and it looks like that." So if you're a minister, what I learnt was departments have two speeds, full ahead in the things that they think are important and dead slow on the things the minister thinks are important. And so I always try to flip that just to try and send this signal, "Yeah, we get it." So a bit of experience at Parliament house is, yeah, it's important.

DR TRISH MERCER:

It goes a long way.

ANDREW TONGUE PSM:

Goes a long way.

DAVID PEMBROKE:

And Fiona, you're nodding your head.

FIONA BARBARO PSM:

I am, but I'm also thinking this is where the uniqueness of the ACT government comes in, that we still do have a lot of access to ministers across the levels within the public service. It can be a really fast learning ground for people, but we still need to balance that professionalism. And like you say, ministers, they're all different. They have different approaches, so there's a lot of observing and learning. I've sat in meetings with ministers that go on for a couple of hours and totally okay just to throw some policy ideas around and just really sort of have a deep think. And then there's other ministers who are short and sharp and just want to know in a nutshell, 90 seconds or less what are the key issues that I need to know?

So yeah, it's fun working in ACT government and really being on the ground, being part of the community. You're your minister's constituent as well. Yeah, it's a lot of advantages.

ANDREW TONGUE PSM:

I think that's a really important point for colleagues in state and territory government. In state government, the minister has an office in the department and they spend a lot of time in that office. They're actually not closeted away at Parliament. Sometimes you will go and see them in Parliament, but they're actually in the department. And I remember my shock when I moved to state government, got up from my desk and walked down the corridor and there was the minister and I thought, "Holy hell, is this an insurrection? What's going on?" And that does give you much more access.

Now it's a bit of a trap, I think, for state and territory colleagues in that it's easy to get a bit over-familiar and forget that line, but by the same token, so you can transact a lot of business.

FIONA BARBARO PSM:

And that is a really important line to know, you're dealing with minister staffers, they're not your friends. It's a very professional environment, but you do need to understand your community and the pressures on your politicians and you can do that and still be apolitical. You need to do that to do your job.

In Canberra, we bump into them in Woolworths, Coles all the time, but it also means stakeholders have that same access, really close access to ministers. So it makes policy challenging. You have to have the right environment where your stakeholders feel heard and they're a part of the policy process. You know if they're going to ministers, but you don't want there to be surprises and you're hoping you're all on the same page working to that same narrative.

DAVID PEMBROKE:

Now, Trish, I want to take you back to something that Andrew said a little bit earlier about this sometimes frustration in not being able to get your programme forward or your idea forward, and you're looking for that, I think you said the break in the hedge, where you can get moving and see that opportunity. How do you find the break in the hedge?

DR TRISH MERCER:

Yes, I mean I think that's the critical skill that you develop as a public servant, to have that sense of alertness often really being incredibly tuned in to what's happening at the political level because otherwise you're not going to find that break in the hedge. But more often, it just starts to emerge and you've got to be responsive and start to develop enough understanding.

And that's where I think there's one of the theories that I find most useful is basically around when is a policy window going to emerge? And there was a guy in the United States, John Kingdon, his name was, and he studied this in great detail, I think I'm seeing some nodding from both Andrew and Fiona, with the US Congress. So he interviewed not only the

US congressmen and women, but lobbyists, all the bureaucrats, et cetera. And he worked up this theory that what you really need to watch out for is three streams, he called them converging. I call it really the three Ps.

So you've got to know that the problem is really well understood and not just by the policy experts, really understood in the community as well. Then you've got to have a policy solution that's feasible because otherwise governments are just never going to come. Most importantly, you've got to have political will.

So you've got to have those three things all coming together. And so the timing is absolutely critical, David. So that's why things might bubble up and you think something's going to happen, but then it all seeps away again because government's not prepared to take on whatever the challenge is. Too big, wrong time. Maybe they'll store it away for the next election, but public servants have to be always alert to this policy window and watching out for it, but then not get too frustrated, be resilient. It's a really tough quality, I think as a public servant.

FIONA BARBARO PSM:

I would add a fourth P maybe, which is partnerships. The stakeholders need to be ready as well.

DR TRISH MERCER:

I like that. Yeah, absolutely.

FIONA BARBARO PSM:

And we see that time and time again and that's when we talk about the stars aligning and you can really get this policy on the table and considered and through.

ANDREW TONGUE PSM:

I remember being told once by a very senior minister who'll remain nameless, "Andrew, don't go finding solutions to problems the public don't know I have." And it was salutary because one of the things I think we're not very good at as public services is foresight.

Maybe 70 or even 80% of the future, we can predict pretty rationally right here now, and it's the 20% where the politics is because that's the black swan events that might come at us. And how do you know you've got a really high performing minister and a high functioning environment, is when the department can come and say, "Here's what we think the next five years looks like." And basically doing its job and being able to say, "Here's all the pressures on these policy streams over the next five years for these reasons." And then have that open, trusting conversation about, "Well what does this mean?"

Most ministers will not insult their departments by having the political conversation, they will engage around, "Hadn't quite realised that. Tell me about that." Unfortunately, you can't have it with all ministers, but the best performing ministers, you can. And that's why they're the best

performing ministers because they respect their department enough to look at that material and take it away and process it. But that question of foresight, if there's something lacking for a lot of departments right now, it's the ability to craft foresight. Without foresight, you can't have narrative. And without narrative, you're really stuck with your policymaking.

FIONA BARBARO PSM:

And to sort of draw on that, it's foresight in what the bureaucracy also needs to look like in order to deliver-

ANDREW TONGUE PSM:

Really good point.

FIONA BARBARO PSM:

... future policy. We always talk about we come together well in a crisis, and we saw that in COVID and we took risks, we used our levers, we got in when we needed to and we got out of the way when that was more appropriate as well. But we always, we seem to rebound back to old traditional public service ways of doing things. And we still have advantages from COVID, like hybrid working and all of that, but we still do sort of inch back. So if we can start thinking more about our future as to what we look like as a public service so that we can develop these future policies, I think that's really important right now.

ANDREW TONGUE PSM:

I think that's a really important point. I think we do. We're held down by the weight of our old delivery systems. And if you look how the vast majority of Australians want to receive their services, it involves a mobile phone and an app. And we're doing some of that in the best agencies. Like the tax office I think has really improved and Services Australia is improving, but gee, we've got a long way to go. We've really got a long way to go.

And I think that's a bit of a skill set that's missing in the armoury of the senior public service, that ability to embrace digital reform. I won't call it transformation, but digital delivery. It's patchy. And where it's good, it's very good, but it's not very good everywhere.

DR TRISH MERCER:

I think also, Andrew, it's particularly important for indigenous policy, and it's a really hard mindset to develop in people because people feel stuck in the accountabilities of all these silos where what you most of all need is exactly what you're saying. You need to be able to respond on the ground, you need place-based strategies. And the public service, it's certainly at the commons level is not set up well enough for that still.

ANDREW TONGUE PSM:

No. Look, I mean we're in silos, and to talk a little bit about the difference between the commonwealth in states and territories, the states and territories are providing the universal platforms that we all access, health, education, transport, law and order and so on. Whereas Canberra's

organised around silos, around programmes and they intersect. And that's why you can be a federal public servant sitting in a room with state and territory colleagues and have a conversation and think, "Yeah, we've got agreement on that," and leave. And the state and territory colleagues think, "Yeah, we've got agreement on that," and leave. But of course we're looking at it through our own lens.

And you can see that in all the policy domains that intersect with the states and territories, that the frustration on both sides is just a little bit of a lack of understanding about how to see the world. So if you're in a state or territory government, what you do for one person, you've got to be able to do for every other person or justify why not in a very robust way. And you can't hide behind how the program's organised. If it's an education thing, every kid gets it, and it's really hard to defend not doing that.

Whereas if you're in Canberra, you've got multiple computer systems that allow you to bomb a billion dollars on the head of a pin. And so you bring that kind of mindset, well why can't the states and territories do it? They're not set up that way. I think it's a really good point around how are we built and in policymaking, really understanding quite deeply what's achievable, and not leading ministers to places that you're never going to be able to deliver on. And sometimes being brave enough to say to a minister, "That is not going to work for these reasons."

DR TRISH MERCER:

Certainly.

DAVID PEMBROKE:

Now, I do want to get to the third leg of this tool, evaluation. Andrew, your views on evaluation. How is it done? How is it done well? What's your advice around evaluation?

ANDREW TONGUE PSM:

We're basically not doing it at the moment. I think Treasury and Andrew Leigh are working on a new Centre for Evaluation, credit to them. I remember being a junior public servant working under the Hawke and Keating government where we evaluated everything and then they had a social justice framework that rolls in social justice framework, and even when you're lost in cabinet and it would be over what money amounts that look piffling now, you have that sense of, "Yeah, that's fair," against a social justice framework that doesn't work.

We're one of the wealthiest countries on the planet. And so our policymaking is infused with the idea of if there's a problem, we can fix it with money. And if we could fix problems with money, we wouldn't have any problems. But gosh, we've got a lot of problems. And I don't know what percentage of the money we're spending we're spending badly, but more than half because we don't evaluate anymore.

Part of that is politics. No government or minister wants their pet programme evaluated to say, "This is pretty rubbish." Part of it is time. Nobody wants to stop long enough in the budget cycle to say, "Well, bring that back with a proper evaluation." And part of it is skills. You don't have to do a huge summative evaluation sometimes to know whether a program's working. Sometimes, you can just go out in the community and listen to what people say and say, "Geez, that's not working, that's not achieving what we want."

We don't seem to be open to any of that at the moment. And to be really honest with you, it would be better if we had less money so that we stop throwing money at problems that aren't amenable to being fixed by money or only fixed by money and started to engage in a bit more old-fashioned hard thinking because we're spending the nation's treasure and we're all frustrated that it's not working well. Well, it's not working because we don't build it right and we don't build it right because we don't evaluate it.

DAVID PEMBROKE:

Trish, your views?

DR TRISH MERCER:

Yeah, well look I think our biggest problem there is that we don't build evaluation right up front with the policy design, as you're saying, Andrew, because then you would have a sense like, will we even know what this program's going to deliver? Where's the data to tell us what'll happen, what our outcomes will be? How will we collect it? And you've got to make evaluation really relevant to a programme. And yeah, we seem to have lost a skill.

When I was working on labour market programmes back in the 90s under the Keating government, they were regularly evaluated and it was like hell on wheels with Senate estimates. It was all out whether it was working or not. But we have lost that, embedding it into the actual thinking about a programme.

ANDREW TONGUE PSM:

I think that's a good one.

DR TRISH MERCER:

And some of that I think is the public service doesn't have the resources. It's been pruned back too many efficiency dividends that we've lost that sort of capacity.

ANDREW TONGUE PSM:

And the polity doesn't want the answer. So it's not just ministers and governments that don't want the answer, it's all the stakeholders who are grouped around these huge amounts of money that we're spending.

And in the modern time, policymaking is often driven by moral imperatives, things that appear to be moral imperatives. And we all feel good when we've dealt with a moral imperative by throwing money at it.

But then when you go back and look and say, "Well, we addressed that moral imperative," the answer is always "No, not really. No, not really."

I don't have the wit to know how we climb off that particular hurdy-gurdy. But I think the discipline of, particularly on the big policy, that that notion that almost by legislation, that evaluation needs to be included and the money never gets reauthorised without a published evaluation. I think would bring discipline and the improved confidence in politics and the public service because the public know. They're not so much talking about it over coffee or at the weekend barbecue, but they know when things aren't working. They know. And they become very cynical when they think, "Well, everybody knows that's not working, but how come it keeps running?" And they assume things that aren't actually there. They assume it's all a conspiracy or they assume various things.

It's a bit of a pity. It reached its discipline under Peter Walsh in the Hawke government. Early Howard government had it. We had had it for a long time, I think.

DR TRISH MERCER:

I think we also don't talk up our public policy's successes enough. So as you're saying, there's a lot that we never properly evaluate, but we also don't recognise like one, well, not so small thing I remember going really well was the Department of Communications as it was then made that switch over to digital television. You might recall a few years ago. It was just such a great success. They learnt from some of the problems of the home insulation programme and put the money where it mattered. And they had great data to know that it was rolling out all right, all the stakeholders were involved. The oldies weren't bleeding, because their TVs no longer worked, et cetera.

So there is, I think now and moving, or certainly a current trend to think more about what are our successes and what do we take from them then, not only to celebrate, but also to actually build on. And maybe that's more obvious at the local level, at the ACT level there.

FIONA BARBARO PSM:

I think it is. And in the ACT public service over the last several years, we've really been reinvigorating our evaluation frameworks and really building that capability. We have to because we've got a small budget and we've got so much to do. So we can't advise government to put more and more money in where we don't know it's going to make an impact.

And Andrew, you set out all the challenges and they absolutely exist. And yes, evaluation has to be worked into the policy from the beginning. If you don't know what you're trying to achieve, well then how do you measure it? And some policies have short-term evaluation measures and Treasury loved those. But much of what we do, it's about changing

trajectories of people's lives. And that is hard and that is slow and ongoing evaluation.

I think it's also where our wellbeing framework comes in within the ACT government, like how do you measure the wellbeing of the community and all of those elements that contribute to wellbeing. We've progressed a lot, but it's hard and there's still a lot to be done. Yeah.

ANDREW TONGUE PSM:

I think there's actually, can I just pick up that point? I think there's a lot going on in states and territories, which is really interesting that maybe we are not as conscious of in Canberra as we should be, but money is tighter in state and territory governments.

FIONA BARBARO PSM:

Absolutely.

ANDREW TONGUE PSM:

And so it's a fair point. They are forced to think a little harder and to make really big choices about, "Well, who's going to benefit if we've got a little bit of budget space?" And so there's some interesting things going on that I'm sort of read about and a bit conscious of. And I take the point about, let's look at our successes, but the successes might be state and territory successes, and maybe it's time that we stood back and had a look at the whole picture and said, "So who's doing good stuff here?" And learned from them.

DAVID PEMBROKE:

So listen, as part of this masterclass, we've always got to give people something to work with, something to go away with some tasks. So Fiona, I'll start with you. Where are the best resources for people to be able to draw on and to be able to read, to learn to be more effective as policymakers?

FIONA BARBARO PSM:

As an ANZSOG alumni for the MPA, I'd always make a plug for their website. There's some amazing resources on there. But as a policy-geek myself, the thing where I get the most value, I really enjoy reading oversight body reports, so Ombudsman reports, Royal Commissions, Integrity Commission reports, and those things because they come at our work from a different lens, a lens that we're not always quite comfortable with and a lens that we're not controlling. And I think there's a lot to learn.

DAVID PEMBROKE:

Great. And Trish for you?

DR TRISH MERCER:

Yeah. Look, I'd add in there I always enjoy The Mandarin and I would add in terms of some of those places to go, like Productivity Commission certainly and some of the other big institutions like that. Definitely Royal Commissions.

There's a lot of think tanks too, and you can get a variety of them. But Grattan Institute is one of the ones that's more obvious. I think there's a new one. Some of you might know it, James Martin Institute, is it? It's very new to me, but it's a public policy one. And then there are others that are much more specialised like Lowy Institute, if you're into foreign affairs and defence, et cetera. And what else? And so don't forget The Bridge.

FIONA BARBARO PSM:

Yeah, absolutely.

DR TRISH MERCER:

The Bridge specifically tries to bridge between academia and public service and it gives nice short little digests of what they're finding of relevant research.

FIONA BARBARO PSM:

Bookmark their news page and it's all there at your fingertips.

DR TRISH MERCER:

Absolutely. And the Australian government, I often think too people don't look at the resources inside the Australian government. And one of them now is the Australian Government Consulting Unit and PM&C, and they're working up a toolkit to help people do the work themselves rather than go out to consultants. So I'd certainly look out for that. And the Australian Centre for Evaluation that you mentioned. I think they've also got resources, haven't they?

ANDREW TONGUE PSM:

Yeah, they do. Yeah.

DR TRISH MERCER:

Yeah. So that's a-

DAVID PEMBROKE:

And Andrew, for you?

ANDREW TONGUE PSM:

Look, I challenge people a bit, and this might be controversial, I'd go back to 1959 and Charles Lindblom and Muddling Through because he was the author, I guess, of the idea of incrementalism.

And then I'd probably read a bit of Max Weber on rationalism. And because we're always striving as public servants to be more rational, yet we live in an incremental world. And so if you know those two intellectual kind of frameworks, I think that's a really interesting start.

I think Mark Moore's work on recognising public value that ANZSOG's taken and it's been developed and critiqued and so on, I think that's a really useful shorthand for any policymaker. It's a really good place to start. And I think you could summarise a lot of this conversation in some of that work.

And finally, it's a bit dated now, Michael Barber's book Instruction to Deliver. It was very influential with the Rudd government, but many

ministers on that side of politics still behave as if they're influenced by Michael Barber's work. And I think it's interesting to have at least read it and seen how the Blair government tried to deal with a much bigger and more cumbersome bureaucracy than ours by setting targets and measuring things. But I think that kind of Michael Barber thinking is very consistent with this notion of evaluation. If you're not measuring it, it's probably not worth doing. Is an interesting starting point, at least in public policymaking.

FIONA BARBARO PSM:

Well, there's a retirement challenge for you, synthesising those readings into a TikTok form for Gen, what is it, Z, Y, Alpha, Beta?

ANDREW TONGUE PSM:

No, I'll do a sort of interpretive dance TikTok on...

DAVID PEMBROKE:

Now a final concluding remark of this masterclass. And it's been fascinating, the insights that you've been able to give, but Andrew, your concluding advice to policy makers sitting out there, what do they really need to be thinking about as we move into this next, say, five-year period?

ANDREW TONGUE PSM:

Well, I'd come back to foresight. The world is gripped by a geopolitical change and a geophysical change, which is colliding in Australia. So those two changes are throwing up all sorts of policy, both challenges and opportunities. In the next five years, if as a policymaker you don't have a sense of what the future holds, at least for the next five years, what are the pressures bearing on the future? Then you better get it. And once you've got it, help craft a draught narrative. Test that with people you trust, your staff first, and then out to stakeholders you trust and build it.

But start now, waste not an hour because the headwinds look rather stronger and the tailwinds look rather weaker right now. The easy stuff has been done and probably overdone. All that's left is hard stuff and a responsible policy maker, I think needs to be engaging with that now.

DAVID PEMBROKE:

Trish, for you?

DR TRISH MERCER:

Yeah, I'd pick that up as I think a touch point of what you're talking about, Andrew, is looking at the social fabric and the issues around intergenerational equity and wealth disparity. And I think we've seen that with cost of living, with housing and homelessness, and these all link to really big difficult issues. The easy stuff has been done. How do you address things like the fact that in schools, our productivity, our outcomes has been dropping for a couple of decades? Early childhood is an area absolutely need to put attention. But then you go into things like poverty gaps, employment issues, what's AI going to do to the future of

work? So the list goes on and absolutely, you've got to be, as a policy maker, it's really pretty challenging, isn't it?

DAVID PEMBROKE:

It is true.

DR TRISH MERCER:

To attempt to think about all those policy spaces and your role in that.

DAVID PEMBROKE:

So Fiona to you, the final word.

FIONA BARBARO PSM:

The final word. I think I'd go back to my point about reimagining the public service. What does it need to be? How do we need to structure and engage with risks to address these challenges without waiting for a crisis for things to change? The second and drawing on that, we are in a crisis when it comes to closing the gap, but it's a different kind of crisis. It's a slow burn crisis. And all governments and public service are committed to the Priority Reform Three, which is about transforming government. So how do we transform government to realise those things like self-determination, like data sovereignty because it doesn't fit within our structure. We have to let go of control.

There's amazing things happening, but we haven't unlocked change in that area. That's something I think we really need to focus on.

DAVID PEMBROKE:

Well, Fiona, thanks to you, to Andrew and to Trish, thank you for coming in today for this Masterclass on Policymaking and Evaluation. And what wonderful advice, great anecdotes and lots to think about. I'm left with this sort of feeling almost of anxiety. It's easy for Andrew pruning his trees. He's dropped the bomb and then walked out. There you go, everyone. See how you go.

But that's the challenge, that's the opportunity. And to your point, Trisha, it's obviously a career that filled you with so much joy, but because of how difficult it is and, Fiona, you're obviously still animated by the task and by the opportunity to do great things, and probably to one of Andrew's points as well is that we are a very fortunate country with a lot going for us. So let's see if we can build on that to be better into the future. So thank you for coming in.

Listen, to all of you out there, we do also have well over 100 Work with Purpose episodes that you can listen to and go back and enjoy either on Spotify, Apple Podcast, Stitcher, or wherever you get your podcasts from. And if you do have time for a rating or a review, it does help the programme to be found. And we do have lots of reviews there. So thank you to those of you who have reviewed in the past. And those of you who haven't, doesn't take long, and we'd be very grateful for that.

So you can follow contentgroup and IPAA ACT on LinkedIn for all the latest information on Work with Purpose. And Work with Purpose indeed is produced in collaboration between contentgroup and the Institute of Public Administration of Australia ACT, and also our friends at the Australian Public Service Commission. So a big thanks to all of them and to the people who put the programme together each week. But I'll be back at the same time in a fortnight. But my name is David Pembroke and it's bye for now.

VOICE OVER:

Work with Purpose is a production of contentgroup in partnership with the Institute of Public Administration Australia, and with the support of the Australian Public Service Commission.