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TRANSCRIPT OF PROCEEDINGS

PRIME MINISTER'S ADDRESS TO THE APS

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KEYNOTE SPEAKER:
PRIME MINISTER, THE HON MALCOLM TURNBULL MP

THE GREAT HALL
PARLIAMENT HOUSE
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MS BEAUCHAMP: Good morning, everybody. Thank you, and thank you for being so patient. It's great to get over 800 people through quite seamlessly. So thank you for your patience. Welcome to the address to the APS from the Prime Minister of Australia. My name is Glenys Beauchamp. I am Secretary of the Department of Industry, Innovation and Science, and also, for this event, President of IPAA ACT. We're absolutely pleased to be hosting such an event.

I'd also like to recognise many of my colleagues here today. We've got over 13 secretaries, heads of agencies, absolutely a number of leaders here - all of you are leaders of course - academia, media, and those absolutely interested in public administration. So thank you very much for your attendance and it's great to have you all here.

I've got a few minutes before the Prime Minister arrives so I'll just give you a quick run-through of what we're covering today. We'll have some opening remarks from Dr Parkinson, the Secretary of the Department of Prime Minister and Cabinet, then the keynote address from the Prime Minister and we'll have some time for questions after that. There have been a number of agencies that have already submitted some of those questions and we hope to be concluding by around 9.45, based on the Prime Minister's very tight schedule.

We're also live streaming on the Internet today to departments and agencies across the public sector and we've also got the streaming going out to some States and Territories, directly to IPAA members as well. I want to thank everyone for their support of IPAA. Also, I think we had last week Prof Shergold which we taped and videoed and that's also available on our web site. So to those of you who are watching us right now from your desk, welcome to the Great Hall and the address to the APS.

A transcript will also be available and produced and put on our IPAA ACT web site as well. Because he's not here yet, I thought I might take a little more time just to tell you a bit about what's on our agenda for IPAA ACT. We've taken the liberty of leaving a package of information on your chair and hopefully most of you know all about us and what's coming up but in that is our Strategic Plan. We've got a calendar of events there and importantly I just wanted to highlight the nomination information for the Prime Minister's Awards for Excellence in Public Sector Management, and it's not often we get to celebrate what we do as public servants and public administrators so please look out for that.

We would like to announce also today that our annual conference will be held on 9 and 10 November and we've got some great speakers coming to that, including Catherine Livingstone, who is the President of the Business Council of Australia and so we're absolutely looking forward to that. Also, we've got the Canberra Evaluation Forum happening with David Kalisch. I think the Prime Minister is just about ready to arrive, so I won't tell you anything more there.

If you can join me in welcoming the Prime Minister to today's event. Thank you very much.

DR PARKINSON: Good morning, everyone. It's a privilege to be introducing the Prime Minister in his first major address to the Public Service. So I welcome you on behalf of IPAA and the Prime Minister to this morning's address. I'd first like to acknowledge the traditional owners and custodians of the land on which we gather today, the Ngunnawal People, and to pay my respects to elders past and present. I extend that respect to all other Aboriginal and Torres Strait Islander People here today.

Successful governments see the political class and the Public Service as partners; with each, with a clear role, contributing in their area of expertise to develop and implement policies and programs and to deliver services and regulatory functions. Improving the wellbeing of Australian in this way is easiest done with professionalism, cooperation and good will on both sides.

As Public Servants, how can we make that partnership as productive as possible? First and foremost, we must be an ideas ecosystem. We provide the government with an engine room to conceive, test and implement ideas. That's what we're all doing, whether we're in policy, program, service delivery, regulatory or support roles. Because we deal in the creation, implementation and assessment of ideas, we should be a natural home for innovation and blue-sky thinking. Yet, sadly, we are not as good as I think we can be or we need to be if we are to deliver what Australians expect of us. This will be an ongoing priority for me as Secretary of Prime Minister and Cabinet.

A second priority is leadership. My expectation, and I venture to say the Prime Minister's expectation, is that every person at every level will be a leader. Leadership comes in many forms and the sooner you realise that leadership comes in a package the same size and shape as you the better. This is a sentiment very much inspired by someone that many of us in this room have looked up to for a long time: the late Tony Ayers AC, who was laid to rest yesterday after a very full and productive Public Service career, including 19 years as secretary of a range of departments, including 10 years as Secretary of the Department of Defence.

Before the Prime Minister speaks, what can I tell you about working with him? He is an open book. He wants our ideas. He will seek our advice but he will also question our advice and seek the advice of others. He will look at ideas from every angle. Sometimes he'll walk away and think about it and come back again. From what I've seen, he won't be reckless or hasty. He feels keenly his responsibilities to the Australian people. Now, this presents us public servants with opportunities like we've never had before. Those who have the courage to seek out ideas, to base them on evidence and to advocate for them are entering a rich period of possibility.

As head of PM&C and of the APS, I want to capitalise on these opportunities to build a smarter, more prosperous and innovative Australia where each generation builds on the success of the last. But that requires an APS that is innovative, flexible and - yes, Prime Minister - even agile, and an APS that displays leadership at every level. On that note, please join me now in welcoming the

Prime Minister, Malcolm Turnbull, to talk to us about his vision for the Australian Public Service.

PRIME MINISTER: Thank you very much, Martin. I am delighted to be here today to share with you all. As Glenys Beauchamp just advised me, the three and a half thousand that are watching this event on the Internet, I want to share with you my vision for a 21st century Public Service. There are so many great public servants here today but I just want to acknowledge one in particular who has been of enormous assistance and support to me and the government since I became Prime Minister, and that is of course the former Secretary of the Department of Communications Drew Clarke, who is my chief of staff. I want to thank Drew for his great support and providing the benefit of years of experience and wisdom and providing a very keen understanding and a strong link to the Australian Public Service so that the Prime Minister's Office and the APS work together; each, I trust, getting the best out of the other in the national interest.

Now, there's no doubt that we live in a time of rapid transformation. The world, let alone the APS, is in uncharted territory in many respects. Just like the economy, the Australian Public Service is disrupted by forces which it cannot control. One might say, therefore, that there has never been a more exciting time to be a member of the Australian Public Service. The challenges of these circumstances are many and complex and the best tools we have in times like this, in times of volatility, are resilience, agility and adaptability.

At its most fundamental level our democracy depends on a reliable, dedicated and responsive bureaucracy. A robust political environment and a well functioning Public Service can and indeed must coexist. Now, the meaning of "responsive" of course may have changed for the Public Service from a century ago. My own department's role has changed significantly from that which managed the sale of wool to Britain and on Prime Minister Stanley Melbourne Bruce's directive supplied ships at sea "each day with full reports of the important cricket matches". For those of you who are not involved in central agencies and might have wondered what they do, there you go, that's an important central agency responsibility.

A hundred years ago no-one could have foreseen the breadth that the Australian Public Service now encompasses. Now more than 150,000 professionals with experience in areas as diverse as foreign policy, climate change, aged care, cyber security, digital transformation, advise on and implement public policy. The reality is the government could not formulate or implement any policy of substance without our Public Service.

I can tell you that my government knows and respects the true value of the Australian Public Service. We know that we are fortunate to have at our disposal the knowledge, the experience, the passion of people who have chosen to serve the government of the day and in turn the Australian community who put them there. We want to hear your advice. We want you to tell us what you believe is best for Australia, not what you think the adviser in your minister's office wants to hear.

You work for the Australian people, and if you have that at the heart of all policy development we will get the frank and fearless apolitical advice that has been the hallmark of the APS over its lifetime. In the midst of rapid change, that attribute should remain a constant.

Plenty of course is changing for the APS in 2016. Digital disruption, greater transparency in data and information, contestability of advice, rising community expectations for fast and personalised government services are just a few of the challenges you face. These are not challenges to be avoided or regretted. They must be embraced. In this new economy we need Australians to be more innovative, more entrepreneurial and government should be the catalyst.

For those who want an insight into just how government can stymie innovation and entrepreneurship, I recommend Marcus Westbury's book, *Creating Cities*. Marcus Westbury was the brains behind the highly successful Renew Newcastle Project, which used the ideas and imaginations of the city's residents to revitalise its abandoned CBD. But the success of the project was in spite of government, not because of it.

Westbury said that finding answers to simple questions about zoning and leasing of empty shops and offices was virtually impossible. For any doubters, he challenged them to call a government switchboard and find the right person to give you both a definitive and comprehensible answer. Now, government has to do better. The new economy, our future, depends on it. The prosperity of our nation depends on it.

We're already of course seeing instances of government transforming the way we do business. My own department, for example, not traditionally known for cutting-edge risk-taking behaviour, has begun to explore a new approach to IT projects. My department is collaborating with the Department of Social Services using a small low-cost project to improve the management of grants. It's a "learn fast, keep moving" approach modelled on good private sector practice. It uses off-the-shelf products that are configured rather than coded. This saves development time and cost, enables the latest Internet-based business processes and improves both the user and the provider's experience.

Now, that's why I've placed the Digital Transformation Office in my portfolio and appointed an assistant minister to focus on the task of digital transformation. Digital transformation must be at the heart of government and therefore it must be whole of government. Program analytics, decision-making times, application and processing times can all be improved. These will deliver more accurate insights and, most importantly, better outcomes for the public. More accurate insights, more real-time insights are much more useful for all of us to make the decisions that Australia depends upon, because after all that's our core mission, to improve the lives of the people we serve, the Australian people.

I know that innovative thinking is not new to the Public Service. Every year for the past 14, the

Prime Minister's Awards for Excellence in the Public Sector have showcased exceptional innovation at every level of government. Last year's awardees included my old Department of Communications which completed the world's largest free to air spectrum switch without disrupting broadcasters or viewers. The Tasmanian Department of Education received the Gold Award for a web portal that provides school leaders with real-time data about every single student in their school. It takes a high standard of leadership planning and governance to bring these ideas to fruition but the results are outstanding, and I want to see more of this within the APS.

Of course innovation and technology go hand in hand. An unwillingness to embrace technology is, to put it bluntly, simply not acceptable. Cities expert and futurist Dr Chris Luebke, who was in Australia recently, spoke of a clay layer in some businesses. This layer consists in some cases of managers in the 40 plus age bracket who did not grow up with the digital technology of today, therefore not what we call digital natives, do not fully understand it and in some instances fear it. That fear, according to Dr Luebke, acts as a barrier to its implementation and not only does a disservice to the managers but inhibits the success of their business. Dr Luebke suggests it's time for some reverse mentoring; for baby boomers and Gen X to swallow their pride and call on the Millennials to share their experience of the technology that is second nature to them.

Now, we may not all understand instantly new technology but we can learn, and we must because technology and data will transform the way we work. It will make our interactions with the public better and it will help us deliver services more efficiently. We must all commit to learn about the technology at our disposal. That is non-negotiable. You have a fantastic service at your disposal here in the APS to support you on this journey: the Digital Transformation Office. I encourage you all to familiarise yourself with their work and engage with them directly.

As somebody who is well over 40 but also reasonably adaptive to technology, let me give you a key. My old partner in OzEmail, Sean Howard, always used to say there was plenty of technology but what was in short supply was technological imagination. This is a very important point. So what that means is, understand the functionality of what's on offer and then open your mind and imagine what you can do with it. You can make a difference. Plenty of technology, plenty of imagination, not enough technological imagination. Open your minds and be bold.

When the Australian Public Service Commissioner John Lloyd released the State of the Service Report last year he said:

The APS is well positioned to meet the challenges of today but cannot be complacent. It must identify gaps and capability, performance and productivity, and strive for improvement. Some of those capability gaps will be found in the use of technology, some will be in training, some will be leadership, such is the rapid and exhaustive nature of the changes we face.

I want to encourage each of you to take stock of your leadership skills and see where you can improve, and I mean each and every member of the APS because I expect leadership to be shown at every level.

I also expect to see more leadership on gender equality in the Public Service. While the number of women at all levels, from APS1 to EL1, has now reached parity with or succeeded men, women still fall behind from EL2 and into senior leadership. Later this month the Minister for Women Michaelia Cash will release the APS Gender Equality Strategy which will set out how we can create an APS where both men and women have the same opportunity to develop and lead. You've seen an example of the government's intentions and ambitions in this regard with the way in which we have set out a clear goal of 50 per cent women for appointees to government boards. That should be the target. That should be the target. It won't always reach it but that should clearly be the target. Gender equality is an important - a critical - objective in the APS.

This is an opportunity to drive lasting change; to remove gender bias in recruitment, promotion and retention; and to do away with practices that operate sight unseen to steer women into certain Public Service roles and men into others. Reporting on gender equality at all levels and agencies, adopting flexible by default policies and measuring progress are some elements that will see the APS lead again as a workplace of the future for women and for men.

I know Dr Parkinson, as champion of change, led the way with an "If not, why not?" approach to flexible work at Treasury. I commend him for challenging accepted norms and for introducing gender targets for the first time in the Treasury's history. It's that sort of leadership we need by all secretaries, agency heads, managers and supervisors across the APS if we are going to drive further transformative change.

Now, let me say something further about workplace flexibility. We have the ability to be very flexible in 2016. The technology of course enables that. I can tell you from my own experience, through Lucy's and my experience, in all the different businesses we've run and been responsible for over the years we've always focused on workplace flexibility because we know that it enables gender equality and it enables workers, men and women, to have a much better family-work balance. This is absolutely critical.

As Jack Ferguson, the old Deputy Premier of New South Wales and father of Martin and Laurie and the rest of that Ferguson clan, said to me in 1976, when I was a young political journalist, he said, "Young Malcolm" - he used to always call me "Young Malcolm", and I suppose I was then - he said, "Young Malcolm, peace on the home front is worth 10 per cent on the basic wage." It was a very wise insight and it's one that's stuck with me ever since and it is a really important priority.

As a leader, as a manager, of a business, of a department, of an agency, of a unit, of a section, part of your job is as far as you can to make sure that the people that you are responsible for are able to

get the right balance between home and work. Of course you can't make people happy if they're not happy and so forth. But it is a very important criterion. It's a very important objective. It's one that I've always taken very seriously and I know that it results in better teams, more successful teams, better productivity, better output. It is not a worthy objective in the sense of being idealistic and just some kind of ideal objective. It is worthy of course, but it is also a very practical one and I encourage you to think about it. Just keep that in your mind.

We've got to also study and understand what has worked and what has failed in public policy around the world. That should be a core competence of policymakers, to learn from the experience of others. This leads me to collaboration. One area of public policy where collaboration and learning from others is critical is our cities' agenda. In our quest to build more livable, accessible, productive cities - smart cities, if you will - the centrepiece of the agenda will be the concept of the city deal. "The city deal" approach used in the United Kingdom has been instrumental in the Renaissance of Manchester and Glasgow, and we believe there are many elements that can be applied in Australia but it requires a firm commitment to collaboration. Success is dependent on Federal, State and local governments agreeing on a set of long-term goals for cities and the investments, policies and regulatory settings to achieve them.

In this way we can leverage our infrastructure and services to drive national priorities such as job creation and affordable housing. The private sector, which also stands to benefit from city deals, must see itself as a partner. What this all amounts to is we simply cannot do business the way we used to - government can't, industry can't, and the Public Service can't.

Now, I talk a lot about people being this country's greatest asset because the next boom is the ideas boom, and it is one limited only by our imagination and our enterprise. So it is the one boom that can go forever. I want the APS to be part of that boom. That's why one of the pillars of our innovation agenda is government as an exemplar. I want you to be bold in your thinking. I want you to lead by example. The APS, and likewise the government and the public must accept we may not get policy right the first time. We may have to rethink a policy or program if it is not getting the desired result.

The world is changing too rapidly for policy to be "set and forget". Adaptive government encourages experimentation on a small scale so that in the case of a policy not working, the losses are also small scale. There is no shame in adjusting a policy. There is shame in ignoring the fact that it's not working, knowing that we're wasting taxpayers' money and doing nothing about it. Certainly, innovative thinking must be grounded in robust evidence and we must not be restricted by the way things were done in the past.

This is a new era for the Public Service, and if I may paraphrase Robert Browning, "Our reach should exceed our grasp. This is a time for ambitious leadership." That's my wish for the APS. I want to see Commonwealth public servants who are filled with a curiosity and a true desire to

make a difference. My expectations for you, the APS, are high because I know what you are capable of doing. While efficiency will always be important, in the long-run it will be quality that makes the difference; and experience is one of the foundations of quality.

Just as it is important for the long-serving managers to listen to the ideas of the younger tech-savvy staff, the newer APS officers have much to learn from those who hold the institutional memory and have experience of the policy creation and implementation process. Laura Tingle's Quarterly Essay, *Political Amnesia*, highlighted the hazard of the APS losing the power of the anecdote when trying to influence a minister and the ability to remember what Tacitus called "the dangerous past", that which gives us a conscious and unconscious context for our understanding of contemporary events.

I cannot stress enough the importance I place on mentoring and on being mentored. It's through that process that knowledge is transferred, talent identified, and that is critical because talent is the real asset of the APS. The APS's asset is you. It's the human capital. Just like Australia's greatest asset is the 24 million Australian, not the rocks under the ground. We need an APS that believes in continuous improvement, staffed by intelligent, motivated officers as much in touch with the local community as they are with the global community.

My government is determined to grasp the enormous opportunities presented by this time of rapid change and I expect nothing less from the Australian Public Service. The key to success for a 21st century APS is to embrace innovation and technology, to think big and bold, and to be committed to learning and leadership at every level.

I want to thank you all, every one of you, for your role in good government; and I thank you too for your dedication, often of a whole lifetime's career, to serving the Australian people. Thank you.

DR PARKINSON: Prime Minister, thank you for those thoughtful words and especially encouragement for us to be bold and imagine a better future. Two things that are probably worth noting in that respect is that the Secretaries Board, at its last meeting, agreed to establish a diversity council of all of the secretaries and some external members, in part as we have agreed as a group on the importance of us stepping forward as leaders to lead the policies that Minister Cash will announce on behalf of your government. We've also agreed to establish a talent council to be led by Finn Pratt to seek out and build the leadership capability that we think will be needed in this new environment. These are two initiatives that the board has agreed in the last month and are evidence I think of the recognition on our behalf that we need to do things differently. The world has changed and you are spot-on.

We've now got time for some questions from the audience. Given the time constraints, IPAA has asked for questions to be submitted in advance and our questioners are ready to go. The first

question is from Chris Legg from Treasury.

MR LEGG: Thank you, Martin. Prime Minister, thank you very much for a very impressive presentation. As an aging baby boomer, I'm especially challenged on the boldness and imagination front but I feel it's a very strong message and one I take well. Compared to many of your predecessors, and all that I can think of, you bring a much wider range of professional experience to this role from outside of politics and I would be interested in knowing what you think that broader range of experience brings to the way you approach the job. But I would also be interested in if there were insights that you glean from the role itself that surprised you about the public policy process and whether you could share those with us as well.

PRIME MINISTER: Thank you very much, Chris. Yes, I've had a diverse career and done a lot of different things over the years. The Press Gallery of course feel that I started off with a thoroughly reputable profession as a journalist and it's just been a slide downhill every since. But let me make a couple of observations: I think one important point that some of you may have heard me make before is that public policy - and you can make the same point about politics - is much more parochial than business is in the 21st century. Many businesses are of course global firms. In fact, increasingly that is the case. If you have a manufacturing business in Australia or many services businesses, professional businesses, you are inevitably going to be dealing one way or another internationally.

I think in terms of our development of public policy we pay insufficient attention to what is happening in other jurisdictions. I have been surprised, for example, over the years how little is known or how little attention is paid, particularly by previous - I'm obviously talking about previous Labor governments, naturally, I hasten to add - how little attention was paid to what has worked and what hasn't worked in other places, including somewhere as close as New Zealand, for example. Often not enough attention is paid to what is going on in the states - and I say the Australian states, let alone the United States.

I think there is a very important - and this is not an invitation for a mass exodus on fact-finding missions because there is the Internet and even the telephone for those that are frightened by the Internet - but it is really important to examine policy experiences in other places because most countries, certainly all developed countries, are grappling with pretty much the same policy challenges and everyone has got different responses from which we can learn. So I think there is a need to be more open-minded.

The other thing I would say, as you know, and I said this at the time I became PM and it is something I am very committed to, I am a very strong believer in the Cabinet process, in the traditional Westminster Cabinet process. It can be very fleet of foot obviously - again 21st century technology. But our tradition of collective decision-making is a very valuable one. There are very few propositions that are not improved by discussion and debate.

DR PARKINSON: Thanks, PM. The next question is from Maree Bridger at Immigration and Border Protection.

MS BRIDGER: Good morning, Prime Minister. I, like you, have also spent some time in the private sector and I think there is much the public sector and the private sector can learn from each other. Given that, my question is, innovation and agile policy development relies on risk-taking and occasional failure by departments and their ministers. So how can ministers best support this in a political and media landscape which relies on "gotcha" moments and characterises any changes in policy direction as backflips?

PRIME MINISTER: Maree, that's an excellent question. Really you've put your finger on a very important issue. Again, I've addressed this before but I'll repeat what I've said before. We have to be very up-front. "We" being the ministers. We've got to say, when we produce a new policy, "This is the best policy solution we have available to us today. This is our best solution, our best idea if you like, and we've looked at it very carefully. But if it turns out to be deficient in some respects then we will change it. If it doesn't work at all, then we will dump it. If we find that somebody else is addressing the same problem better and more cost-effectively, then we will happily plagiarise them." In other words, ultimately the obligation is to do the right thing by the Australian people.

What I've described, you may recall me making pretty much those remarks when we announced our innovation and science agenda and I know some of the Press Gallery found that a bit shocking. The reality is, this is how the real world operates. Every business is constantly calibrating whether the measures they have are working and if they don't work, they change them. Because they're driven by that strong KPI, that strong measure of the bottom line. Of course the measures of success in public policy are more complex.

You're dead right, as a politician, where you're going to be putting yourself in a position where any change of policy is seen as a backflip then of course that means that you become completely inflexible and you may end up defending something not because it's working but because it's a proposal that you had in the past. So agility and being very open about it is very important. What Australians need and demand from me as the Prime Minister, and my ministers, and from the government more broadly, including the APS, is that at any given time we are delivering the best policies we can put together, and we can afford to meet the problems that we face. That's our job. That is our job. That means that those policies will change and evolve in the light of experience.

The alternative is you never take a risk, you never change anything, and organisms that are not changing are dead. Let's be frank about that. So agility and responsiveness are absolutely critical and we should be very up-front about it. So thank you for that question.

DR PARKINSON: Thanks, PM. The next question is from Julia Landford at Foreign Affairs and Trade.

MS LANDFORD: Thank you very much. Good morning, Prime Minister. This question relates to women in leadership. There are now six women in your Cabinet and the Department of Foreign Affairs and Trade is taking a proactive approach to engaging women in leadership roles and I'd like to ask you - including in the appointment of women to boards for the Department of Foreign Affairs and Trade - what tangible strategies can be developed to further increase the number of women in leadership roles across the APS, and are you in favour of introducing targets to address this issue?

PRIME MINISTER: I certainly am in favour of targets. I think that it's very important. If you have a target then you have to report on it. Then if you're missing the target, people will ask why and then you've got to examine why you've missed it and what you can do to change. There are a whole range of issues in this regard. I think one of the most important ones is to recognise the importance of role models and leadership and mentoring. The role model is enormously important and, as you know, as you said, we have six women in my Cabinet. We have Australia's first woman as Foreign Minister, first woman as Defence Minister.

Now, without singling those two out - Julie and Marise - they are very powerful role models. They really are. Right at the top of those very important portfolios are very, very important role models. If you look at the strength of the leadership, for example, that Michaelia Cash has shown in the very challenging area of employment policy, and in particular with her advocacy over the RSRT and the ABCC over the last few weeks, again that is a great role model, great leadership.

So I think there are many measures. We talked earlier about flexibility in workplaces. I guess you've got to step back as a leader, as a manager if you like, and ask yourself this question: "What are we trying to achieve?" Well, our goal is to have as close as possible to 50 per cent men and women in leadership positions. Let's say that is our target. Then we've got to say, "What are we doing that is either calculated to or is having the effect of making the attainment of that target less likely?" and then you make those changes.

So you've got to start with your objective and then work through all of the measures that are likely to create barriers. It's a broad range but I just say mentoring, role models, flexibility are very, very important elements but there are obviously many others. And strong female leaders but also men have to be strong champions of change - that is absolutely critical too - and lead by example.

DR PARKINSON: Thank you, PM, that's music to my ears. We have some more questions but I'm conscious of the time and the Prime Minister has to get to another engagement. Prime Minister, I'd like to thank you for your time today. You can see the Public Service has turned out in droves, both physically and through streaming, to hear you speak and I think everybody will

leave this session with much to consider.

Colleagues, the Prime Minister will be here for another few minutes. He's going to have a photograph with the secretaries at the front and then he will be available to take some other photographs very quickly. But before then, I'd like to thank Glenys Beauchamp and Drew Baker and IPAA ACT for hosting today's event. IPAA ACT, under Glenys's leadership and Drew's role as CEO, is doing an excellent job in supporting the Public Service community and I'd like to thank them on your behalf.

That brings an end to the formal proceedings for this morning. Thank you, Prime Minister, and thank you, colleagues, for joining us.

SESSION CONCLUDED