

# TRANSCRIPT OF PODCAST

## WORK WITH PURPOSE

### EPISODE 12

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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. I'd like to begin the podcast today by acknowledging the traditional custodians of the land on which we meet, the Ngunnawal people, and pay my respects to the elders past, present and future, and acknowledge the ongoing contribution they make to the life of our city and region. Studio 19 is once again back at IPAA ACT's headquarters in the shadows of Parliament House here in the suburb of Barton on what it has to be said is an absolutely sparkling winter's day here in the nation's capital.

Today on Work with Purpose we talk integrity, and specifically integrity in the Australian Public Service. Even at a time when the reputation of the APS is at an all time high given the competent and efficient management of the COVID-19 health crisis, there is always a risk that things can go wrong, that public servants can do the wrong thing and act without integrity. Our guests today have responsibility for ensuring that the APS meets the highest possible ethical and professional standards, and that the interests of the Australian citizens are preserved at all times.

Angelene Falk is the Information Commissioner and Privacy Commissioner. And her role is taking a number of functions across privacy, freedom of information and government information management. Over the past decade Angelene has worked extensively with Australian government agencies across the private sector and internationally addressing regulatory challenges and both the opportunities and challenges that are presented by rapidly evolving technology and potential uses of data. She joins Studio 19 from her office in Sydney. Angelene, welcome to Work with Purpose.

Grant Hehir is the Auditor General of Australia, a position which is an independent officer of the parliament with responsibility for auditing Commonwealth entities and reporting to the Australian Parliament. Prior to his current position, Grant was Auditor General in New South Wales, and prior to that served as a senior public servant in both the Federal and Victorian governments. Grant, welcome too you.

And last, but by no means least is Michael Manthorpe. Michael is the Commonwealth Ombudsman, an independent officer who safeguards the community in its dealings with the Australian Government. Michael has had a long and distinguished career in the Australian Public Service, serving in multiple senior roles in the departments of education, employment and workplace relations and the Department of Immigration and Border Protection. Michael, welcome to you.

MICHAEL MANTHORPE: Thank you.

DAVID PEMBROKE: Angelene, if I could start with you, because one of the features of the changing circumstance brought about by COVID-19 has been the acceleration in the use and adoption of digital technology. What challenges has that raised for you given your responsibilities for both privacy and data?

ANGELENE FALK: Well, thank you very much, David. COVID-19 has certainly seen the increased utilisation of both technology and personal information. And my office has been very focused on facilitating and enabling both government and business to prevent and manage COVID-19 and at the same time do that in a way that is protecting personal information and also to achieve accountability and transparency in reaching those public health goals. And what we've seen very clearly during this time is the community's expectations that both of those aspects are embedded in government's responses to the pandemic.

We've emphasised the criticality of drawing on existing processes that are already in place when responding at pace. For instance, with the COVIDSafe app there was a need to ensure that a privacy impact assessment was undertaken and that there was the ability to assess the privacy risks and to mitigate them. But my office has been engaging right across, if you like, the information lifecycle of both the pandemic and COVID-19. We've been assisting workplaces to understand how to properly handle personal information during this time and including health information, and then also addressing issues like use of technologies, including the ones that we're using today and how to best balance security and confidentiality whilst also taking a pragmatic approach to achieving government's goals.

DAVID PEMBROKE: How well have we done? Have we managed privacy appropriately?

ANGELENE FALK: I think we've got a lot to be very proud of during this time and that we will be able to look back at this time as a period in our development when there was a real coming together I think of governments, of administrators, of regulators and of the community to achieve a common purpose in terms of public health outcomes. I think the level of transparency that we saw from our chief medical officers and others during this time giving really incredibly, I think, detailed information to the community in real-time has created a sense of engagement with the community, a notion of transparency, and that has, I think, played out in the way in which personal information has been handled during this. And one example is with the COVIDSafe app development and the privacy impact assessments that was undertaken. The government did make a decision to publish that info, and that again gave the ability to have both criticism and engagement of the broader community.

DAVID PEMBROKE: Okay. And we'll come back to you, we've got plenty more questions to come back to you. But Grant, if I might sort of throw the same question to you, how has the COVID-19 pandemic impacted on the work of your team at the Auditor General's?

GRANT HEHIR: It's impacted upon the processes by which we undertake our work, but not really on the work itself. Our job is to undertake audit activities across the public sector to provide transparency and accountability for government's actions and that doesn't change because of COVID-19 or the government's response to it. The things that do change are how we undertake the risk assessments in doing our work. The audit work we undertake is all based upon a risk assessment of where audit activity would add the most value and clearly with the government's response and the speed of the government's response, that's had an impact on the risk environment in which government operates. Not simply with respect to the increased risk in developing and implementing new programmes, COVID response programmes quickly, but also with respect to the diversion of resources from business as usual activities into those changes the risk environment across government. The key impact on us has been reassessing where we should focus our work...

- DAVID PEMBROKE: And how did you make those decisions as to where you would put your effort?
- GRANT HEHIR: We looked at the initiatives of what government is undertaking. And what we've developed is a work programme to look at the responses to COVID-19 by government. And we've commenced four audits already into government response activities, developed a strategy which goes from looking at how effectively risk was managed in the initial response through to in the medium term looking at building up a programme to look at the effectiveness of those programmes and the overall planning for them going forward. The impact on us has been to realign some of our work to those areas of government activity which had been directly COVID-19-related, and also re-assessing within agencies which have changed their priorities how they've done that, and looking at where we can develop our programme in that respect.
- DAVID PEMBROKE: We had a conversation last week with Caroline Edwards, the Acting Secretary of the Department of Health. And she made the point about the relaxation of procurement rules and also this movement to more principles-based decision making as opposed to solids following structured processes. How involved have you been in working to understand what that relaxation looks like and how it can be still managed inside a risk profile that's acceptable to the government in a crisis, that's got to be said?
- GRANT HEHIR: We're the auditors of the government, not the people who set the framework. Our role is to look at how those decisions are taken, the reasonableness of the decisions and whether they're taken within the accountability framework the government operates in. You can relax procurement rules but you're still required to operate under the principles of the PGPA Act, which requires accountable authorities to utilise resources appropriately. The rules that you can relax are ones about the level of competition that you're involved in, but it doesn't allow you to spend resources without due regard to appropriate use. The frameworks are slightly different but they're not unique. We've audited in areas where that's happened in the past.
- DAVID PEMBROKE: Okay. All right, again, plenty more questions to come back to you. But to Michael, as the ombudsman you are really the voice of the citizen, you represent the citizen. How has the COVID-19 pandemic and the government's response been for the citizen, sitting from your position as ombudsman?
- MICHAEL MANTHORPE: Well, it's been a fascinating period for everyone in, well, obviously in the entire world, none of us have seen anything like this in our lifetimes. And as the ombudsman, well, you don't have an ombudsman if you don't have complaints. And sure enough we get complaints from the citizenry about any number of issues across the entirety of Australian Government administration, particularly in their service delivery, big service delivery areas. And I should add we're also the ACT Ombudsman so we get complaints in that space as well.
- In terms of COVID-19, what we've been particularly looking out for are there complaint types or topics that particularly go to issues associated with COVID-19, and is there anything sensible or useful that we can do about those. A couple of examples, not surprisingly we got a number of complaints, not a huge number I should say, given the numbers of people involved, but we've got a number of complaints about delays at Services Australia associated with accessing the job seeker payment.

Now, the CEO of Services Australia didn't particularly, and doesn't particularly need the ombudsman to come in with a big, heavy-handed investigation to find out why there's a big queue at Centrelink at a moment like that. They know there's a big queue and they know why, and they were seeking and endeavouring to do something about it. We certainly have conversations with Services Australia about that, but we also seek to be understanding of the pressures that they're under in a moment like that.

That said, looking forward you can also anticipate it and it seems to be happening now and I wasn't aware or not, privy to all of the intricate government deliberations about what policy and programme interventions lie ahead. But one can anticipate that there will be further programmes, projects, service delivery interventions made by governments in the period ahead to help with supporting jobs and so forth, where there could be unintended consequences associated with design and delivery.

One of the functions that I fulfil is under the title of the VET Student Loan Ombudsman, where years after the VET FEE-HELP programme was wrapped up, a programme that Grant's office ordered a few years ago. Years after that programme was wrapped up we are still fielding complaints from people who have been left with debts to the Commonwealth as a result of the way in which that programme ran. And so we are on the lookout for other programme interventions that might happen now that might have similar impacts on the citizenry going forward.

DAVID PEMBROKE: Apart from complaints around delays of payments, what were the other big complaints that you got through the COVID period or the health crisis. We obviously got a long way to run on this yet to go, but so far what else were people not happy about?

MICHAEL MANTHORPE: Well, we get some complaints in our role as the postal ombudsman about how long it takes for parcels to arrive. Again, I'd emphasise these are in huge volumes, given the huge volumes of parcel activity that Australia Post has been involved in. We've had some complaints about specific issues in the private health insurance space. We've had some complaints in the immigration and visa space, right across the areas where government is engaging with the population to deliver services and in some cases new and very different services to what have been delivered before, we have had complaints. Although I would emphasise that we haven't had volumes that suggest that there has been some kind of monumental-

DAVID PEMBROKE: Yeah, no systemic failure or anything like that-

MICHAEL MANTHORPE: Not at this point. Let's hope it stays that way.

DAVID PEMBROKE: But it has been good though. From your point of view as the ombudsman you would say in terms of measuring through complaint that the performance has been pretty good.

MICHAEL MANTHORPE: Overall I would say that but once you'd never get complacent or too smug about all this there is still a long way for a lot of interventions to run. I think one thing that has been sensible is the idea of trying to deliver programmes to date through existing mechanisms and machinery. And I think that that's made sense but there's still a long way to run and we'll be continuing to watch it.

DAVID PEMBROKE: Okay. One of the features of the Work with Purpose podcasts are questions that we receive from the Future Leaders of IPAA. And the first question I'll take today is from Holly Noble at the Department of Finance, and Grant, I think it's heading your way. "One of the common frustrations," Holly asks, "In auditing and oversight is that not enough value is placed on preventative action. When there are so many competing priorities it's much harder to dedicate the time to action that represents an intangible benefit, instead we look to the burning platform first. What preventative action can future leaders encourage to ensure our organisations are in the best place to respond?"

GRANT HEHIR: I think governance is always your friend in dealing with almost any issue and good governance is the best preventative action that someone can put in place. And what does that mean? Strong, effective planning for what you're going to do. A key issue we identify regularly in that planning is people not being willing enough to look over the fence and seek advice from others. Not willing to go to others who've lived through similar or the same experience and pick lessons up from them. Being open in that planning process, putting in place effective performance monitoring so you know whether what you're doing is having an impact and you can identify risks as they emerge.

Effective compliance processes. Again, it's part of your performance framework but knowing whether the activity that you're undertaking is being conducted in the way that you expected to undertake the way that the government expects it to undertake or the way the parliament expects it to undertake within the framework. Being clear about those type of things and doing all of those things in an effective risk management framework. They're some of the key principles of good governance but it's all risk-based process.

Being very clear about the risks that you face in implementing delivering government service, being clear about the mitigation strategies, monitoring those things that are being an active part of your day-to-day operations, the preventative actions. They aren't new, they're the standard areas that we identify in most of our audits where challenges develop through implementation. It's usually through not dealing with the basics.

DAVID PEMBROKE: Angelene, to you. What advice would you have to Holly and other future leaders when it comes to taking this preventative action as it relates to privacy and information management?

ANGELENE FALK: I think at its core, one of the results of good preventative strategies is a hardening and increased resilience against risk. And Grant has called out the importance of governance in managing those risks. And from a privacy and access to information perspective, there's a couple of things that the law in fact requires of agencies to take that proactive preventative approach.

In terms of privacy, there are certain principles in privacy law that ask agencies to have in place reasonable steps to protect personal information from loss or from intrusion, for instance. And also to have the systems and processes in place to deal with it, including very well-oiled systems of creating privacy impact assessments where new ways of handling personal information arise. And the more they're a well-oiled machine, the more they're able to be relied upon in a crisis.

And what we've seen with the notifiable data breaches scheme that came into operation in February, 2018, is that most data breaches do have a cyber element to them, but almost at the same rate they include a human element. That is individuals, this is across the economy, who might be tricked through phishing emails or other enticements to click on links and then to provide their credentials and become compromised in that way. Taking a proactive approach means not only the governance processes, but also right down to ensuring you've got the right training in place for your people as those who are at the core front in terms of mitigating these emerging risks.

DAVID PEMBROKE: Okay. And Michael your advice to Holly in terms of this preventative action getting in front of it?

MICHAEL MANTHORPE: Well, talk to the people who are going to be on the end of the service or programme that you're delivering. One of the things that we as an ombudsman do is as I mentioned before, we take complaints, but so do most agencies. Most agencies, particularly the big service delivery agencies have pretty substantial complaint handling functions. And sometimes complaints are confronting, sometimes complaints are uncomfortable. But if you don't hear them, if you don't hear the people that are dealing with you and the issues that they're grappling with then there's a risk you're going to make a mistake along the way. And whether it's complaints after the fact or whether it's engaging with a potential users and customers and citizens during the design phase, it's the same principle.

DAVID PEMBROKE: Okay. All right, oh, yeah. Sorry, Angelene, go on.

ANGELENE FALK: David, if I could just add. One of the things that we have seen during the pandemic is an increase of citizens requesting access to information under the Freedom of Information Act, and a good measure of increase in requests for review of those decisions by my office and also a number of decisions that haven't been processed during the correct time frame under the FOI Act. And taking a pragmatic view of that there's a number of reasons why that might be the case in terms of the redeployment of staff within those agencies.

But one of the very critical roles of the public service during this time is to document and be accountable for the actions taken, often taken at speed and in different constructs than we've been used to. And as we come out of the pandemic, it's right that citizens will want to understand the decision making processes of government and that we can use that for reflection and improvement into the future.

From a preventative perspective I'd encourage all leaders in the APS to be looking at the kinds of information they've generated during this time and thinking about how they might proactively publish that for the benefit of the citizenry, rather than requiring individuals to undertake that pool notion of drawing information from government. Let's get on the front foot and put it out proactively.

DAVID PEMBROKE: Yeah, it's interesting I was in a discussion, not yesterday where someone in the public service gave exactly that advice to somebody on a conference call about get it right, get it early and get it out there as best as you possibly can. Fascinating stuff. Okay, another question, again from IPAA Future Leader this time, Deanne Allan at the Attorney General's Department.

And Grant, I'll start you off on this one as well but it comes to all of you. "There has been discussion over recent times about the creation of a federal anti-corruption agency. If this were to be established, how would it alter the role of each of your entities?" We'll come to each of you about that. "Would it take away any functions from your existing roles or would it indeed compliment your existing approach?" Grant, I'll throw that to you first.

GRANT HEHIR: I suppose I've been in the fortunate situation of being Auditor General in two jurisdictions, one of which had a corruption body and from that experience I'd say it's complimentary rather than taking away from a role. Audit offices really aren't investigatory bodies into corruption and fraud. And generally when we identify that we try and find the relevant investigatory body to hand it over to and the establishment of any corruption body in the Commonwealth would simply make it easier to identify what that body was. I don't see it as...

DAVID PEMBROKE: Not a challenge for you too much?

GRANT HEHIR: Not too much at all.

DAVID PEMBROKE: What about for you, Angelene?

ANGELENE FALK: Well, thanks, David. I agree with Grant and I think that any corruption agency will compliment the existing structures within the APS. From my perspective the FOI Act is one of the mechanisms by which information can be revealed around government decision making and it's one of the safeguards in place to ensure that there's accountability for the way in which public servants and indeed ministers are exercising authority. I see any anti-corruption agency as being complimentary to that. There's also a role I think for integrity agencies ourselves who might have such information revealed to us to have an opportunity then to refer that to any anti-corruption agency, so I think there'll be a duality in terms of the roles that might come to fruition in that context.

DAVID PEMBROKE: And Michael, from your point of view?

MICHAEL MANTHORPE: Yeah, not a great deal to add. I agree with both Grant and Angelene. I'd just also make the point that in here in the ACT, often Commonwealth public servants overlook the fact that things go on in the ICT that are comparable to what might occur at the Commonwealth level. It's not that long ago since the ACT Assembly and this ACT government created an integrity commission here for the ACT. In our capacity as ACT ombudsman we refer things to them and backwards and forwards. There is a human rights commission, there is an Auditor General, there is an entity that oversees FOI and so on. One of the keys is designing any new entity's role in such a way that those cross-referrals can work effectively and that folks can work together in a sensible way in their respective lines.

DAVID PEMBROKE: Okay. Another question from Deanne Allan, and it does go to an earlier answer that was given by Angelene, but I will ask it again. "A key element of oversight is ensuring transparency but your organisations can report on some pretty complex topics. How do you ensure that your publications are accessible and can be understood by the Australian public?" I'll throw to you first, Angelene.

ANGELENE FALK: I think accessibility is very important in terms of actually realising the objective of having information available for the citizenship. It's really imperative for us to be



able to convey that in a way that's relatable for those whom we regulate and for the broader Australian public. I think that all in all many of us tend to work within legal frameworks and that can lead us down a particularly legalistic path. We are doing work within my organisation to make sure that the information that we put out is accessible as possible.

But there's also the opportunity to use different mediums, video snippets, other multimedia tools that can help bring that to life. At the same time in terms of ensuring that we are sharing information within government as well, there's also an opportunity for information sharing between regulators to be enhanced and built upon so that we can give, if you like, almost a seamless view of some of these complex issues to the Australian people.

DAVID PEMBROKE: Okay. And Grant from your point of view, how are you doing on your storytelling? How accessible is the work of the Auditor General?

GRANT HEHIR: It's hard to assess your own work. We try to make our reports as plain English as possible and accessible to the readers. We try to make conclusions and findings clear and unambiguous with respect to what the audits uncover.

DAVID PEMBROKE: Have you taken up the opportunity yet or the challenge perhaps of creating multimedia content to be creating videos and podcasts and animations and graphics and other...?

GRANT HEHIR: Yeah, we do a bit of that. But the substance of our work is audit reports and audit findings. So we try and provide in some circumstances accessible learnings from our work and matters like that. But with respect to complexity, the key argument we get from the people we audit isn't so much that we're not clear enough but we don't include enough detail to explain why the things are the way they are rather than that we're not clear about what the situation is.

And there's a balance when you're reporting on performance between filling up your reports too much with the excuses for the performance, versus being very clear about what the performance was. And that's sort of one of the key challenges that we have. All activities occur in an environment. How much of that environment do you need to describe in order to be clear about what's actually happened is an ongoing challenge for us with reports.

DAVID PEMBROKE: Sure. And Michael, I know that this is something that has exercised your mind recently, is how do you tell the story of the work of the ombudsman? How would you mark yourself out of 10?

MICHAEL MANTHORPE: Oh, it's always a work in progress. We are looking at ways in this COVID period where we can't get out and engage with stakeholders in the same way as we used to in a whole lot of different niche areas of our business, where we're looking at digital content and webinars and all that sort of thing. But more generally my reaction to this question is sometimes people will tell you that the work they're doing is terribly, terribly complex and terribly hard and how could you possibly understand it?

But actually the values that my agency is interested and that I think are common to my colleagues on the panel today, around fairness, around transparency, around openness, around the rule of law, around due process, all of these concepts that we seek to uphold in the context of building confidence in administration and ensuring

good administration for the citizenry, these are actually quite simple things. They may be difficult to implement in a given setting, they may go wrong in one way or another. But I think there is a plain English story that can be told and I'd invite people to look at the reports on our website and see how we go. We welcome any feedback.

DAVID PEMBROKE: All right. And there is one final question from Diane, and this is to you Auditor General. "You are halfway through your 10-year term as Audit General. What successes have you already had and what are you hoping to achieve with your next five years?" Again, marking your own homework? Yeah?

GRANT HEHIR: I don't think I'm going to mark my own homework. I would class as success the fact that the ANAO continues to undertake evidence-based work, does so independently in an unbiased manner. We report our work and our findings fearlessly, I don't know whether that's quite the right word, but we do it in a way to be very clear about what we find without... and fairly we always present all four sides to an argument. We do those things, I think very well.

I think our work has impact. All of it, I think all audit work has an impact both in terms of the direct leading to change but also the fact that we are around changes, like all integrity bodies, the existence of them makes the world a better place as well. I think some of the work we've done on the implementation of the PGPA Act in driving better performance information has been important and continues to do so. I think-

DAVID PEMBROKE: Going okay?

GRANT HEHIR: Definitely, I hope we're going okay. Only five years to go so we'll see how it turns out. Now, I'm fortunate I came into an organisation with a very high quality team of people doing outstanding work and that's a great thing, that helps a great deal. We've got a very good organisation.

DAVID PEMBROKE: Just to wrap it up all I do want to go around to each of you, to give you the opportunity just to reflect on this most recent period as an extraordinary period as a public servant. And perhaps to you, Angelene first, you've been in the game for quite some time. This has been a remarkable period. Can you reflect on this period as a public servant and how you've undertaken your role and how it's made you feel, I suppose, around the important work that you do?

ANGELENE FALK: It has been a time when the importance of the work of integrity agencies has never been more prominent. From my perspective it's been a great privilege also a great responsibility to be leading an organisation at a time when the handling of personal information in particular has been so central to government's response and also to business's response. I think what I have taken from this time is our ability to provide tangible outcomes and benefits for individuals when we all are united by a common purpose and the public interest.

My organization's vision is to increase public trust and confidence in the protection of personal information handling and access to government-held information. And I think during this time we've been able to realise some of the key foundational building blocks that are needed for that.

And of course, when individuals have trust and confidence both in government decision making and in the handling of their personal information, that opens up a number of flow-on effects, which are economic in terms of the trust in the digital economy, the increased efficiency that can be gained by using personal information by government for service delivery purposes where there's that trust. And trust in a legitimacy of use of citizens data for public purposes like health, safety and security measures. I think it's a time of great learning, a time for us to also hopefully have an opportunity to reflect and to be able to think about how we can bring some of these ways of responding into our future work.

DAVID PEMBROKE: Okay. And Michael, to you, a personal reflection.

MICHAEL MANTHORPE: Sure. Well, at the beginning of the crisis there were massive frontline agencies responding in real-time to a obviously very present threat. My agency wasn't one of those. And so you do have a moment where you go, "Well, what can an ombudsman usefully do at this point in time?" But as the weeks and months have gone by it struck me that the role of an ombudsman and other integrity bodies is just all the more important, because in fact there are hundreds of thousands of people who've not previously been coming into contact with various kinds of Australian government services. There are all sorts of vulnerable folks in the community dealing with government services and government programmes that wasn't the case before. And I think we've got a really important and constructive role to play both with people in the public but also with the agencies that we oversee to help ensure that all that works as well as it possibly can.

DAVID PEMBROKE: Sure. And Grant, finally to you that personal reflection about being a public servant during this time.

GRANT HEHIR: I think one of the challenges for integrity review agencies like ours is building on what Michael said about what the role is in this type of environment. And the fact is that the role of oversight is just as important or more important when you've got these types of activities going on than at any other time, and then determining how to go about it. And I think one of the things that has impressed me from our role has been the responsiveness of every entity to us in not trying to say that we shouldn't go and look at things now because they're too busy, that it's inappropriate we get in the way that type of thing.

All of the discussions that we've had have been sort of recognising the importance of oversight to the effective ongoing operations of the sector. And as I mentioned before we've commenced for audits into COVID-related implementations and in every occasion the accountable authority for the entity has supported if not encouraged us to start that work early and get in and give them back some feedback on how things are going. I think that's impressive in terms of the openness of the sector to oversight. And it's something I think that people can be proud of their public sector.

DAVID PEMBROKE: Fantastic. Well, to you Grant, Angelene there in Sydney, and to Michael, thank you all for your service. And indeed I think the point has been brilliantly made through this discussion today about the role of integrity as a foundation for trust. And really government is going to play such a critical role in the lives of Australians as Michael was saying before.

People who've never been in touch or engaged with the government are going to be more so in the next five, 10 years. And so that importance of integrity, of transparency is just going to be so critically important. Thanks to each of you to really outlining your agency's role and the work that you will play into the future in maintaining that trust with the Australian citizens, so thanks to each of you today.

Our next programme will feature David Fredericks, the Secretary of the Department of Industry, Science, Energy and Resources, and Michele Bruniges, the Secretary of the Department of Education, Skills and Employment. That podcast will also serve as the launch for Innovation Month in July, which no surprises, will be a virtual event this year so look out for lots of that stuff. IPAA is certainly very, very involved in Innovation Month and so stay tuned for lots of activities during July.

David and Michele, during that podcast we're got to focus on innovation, agility, skills and how the public service can help drive innovation and productivity improvements across the APS, but also the critical influence that the APS will have in restoring confidence in the Australian economy. It's been one of the big features of Work with Purpose, is about how important it is that government engages with business in order to drive productivity improvements, so that's going to be a fantastic conversation.

Work with Purpose is part of the GovComms podcast network. And if you would like to check out the GovComms podcast please type that into your favourite podcast browser and it sure will come up. And if you do happen to come across our social media promotion for Work with Purpose, please pass it along by sharing it. And if you are feeling particularly generous, perhaps a writing or a review, which will help to get the programme discovered. But thanks again to our guests today for coming in to talk to Work with Purpose, and thanks again to you the audience for coming back once again. We'll be back at the same time next week, but for the moment it's bye for now.

SPEAKER 6:

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