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## TRANSCRIPT OF PODCAST

### WORK WITH PURPOSE EPISODE #44

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Chief Executive Officer  
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Forward by DAVID PEMBROKE, Founder and Chief Executive Officer, contentgroup

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DAVID PEMBROKE: Hello everyone and welcome to Work with Purpose a podcast about the Australian public service. My name's David Pembroke, thanks for joining me. Today, an episode of our national perspective series, which has been hosted by Dr Gordon de Brouwer, who is the national President of IPAA. In this conversation today, Dr De Brouwer speaks to Leilani Bin-Juda who is the Chief Executive Officer of the Torres Strait Regional Authority. In this conversation Dr de Brouwer explores what it's like to be leading a remote APS agency. They talk about the Torres Strait COVID-19 public sector response and also about resilience and leadership. It's a wonderful conversation and it begins with Dr de Brouwer.

GORDON DE BROUWER: So hello to everyone listening and welcome to Work with Purpose, a podcast about the Australian public service. My name's Gordon de Brouwer and I'm the National President of the Institute of Public Administration Australia. I'm in Canberra on Ngunnawal country and I'd like to acknowledge the Traditional Owners and pay my respect to Elders past, present and future. Today, I'm really delighted to have here, Leilani Bin-Juda, who's the Chief Executive Officer of the Torres Strait Regional Authority, talking about different perspectives around public service in Australia.

GORDON DE BROUWER: Leilani was appointed to the position of CEO at the Torres Strait Regional Authority by the Minister for Indigenous Australians Honourable Ken Wyatt in January last year. She's the first Indigenous woman to be appointed substantively to the CEO position. Before joining the Authority, Leilani has spent 13 years with the Department of Foreign Affairs and Trade where she served in China, the Solomon Islands, Papua New Guinea and as the treaty liaison officer on Thursday Island. As the Torres Strait liaison officer, she developed relationships with trust and cooperation between Australia and Papua New Guinea on shared regional issues, particularly advocating the interests of traditional inhabitants and maintaining livelihoods and traditional ways of life under the Australia PNG Torres Strait Treaty.

GORDON DE BROUWER: In 2019, Leilani was awarded a Public Service Medal for outstanding public service in promoting the inclusion of Indigenous heritage in Australia's cultural and foreign policies. Congratulations Leilani. And I'd like to welcome you as she's a proud... Leilani's a proud Torres Strait Islander with ties to Hammond, Darling and Murray Islands. So welcome to the program Leilani.

LEILANI BIN-JUDA: Thank you very much Gordon and I'm rather pleased to be involved with the IPAA and certainly the invitation to speak with you today.

GORDON DE BROUWER: Thanks very much. I thought we might go through three big bits in the conversation and maybe start off with some personal reflections and then about your experience in leading a remote public service or APS agency and then a little bit about the Torres Strait COVID-19 public safety response. But maybe starting off with a personal reflection Leilani. Can you tell us a little bit about your own journey?

LEILANI BIN-JUDA: Sure Gordon. Look and firstly before I kick off, formally I'd like to acknowledge the Traditional Owners who's country I'm speaking from today, the Kaurareg nation here on Thursday Island and I'd also like to acknowledge our Elders past, present and emerging. It is really important. The protocols that we acknowledge the place and the people from whom we are connected to. So I think that that's really important and while I'm not in Canberra, it is part of me that has to really show that connectedness.

LEILANI BIN-JUDA: In terms of personal journey, I started off as a graduate in the 90s, such a long time ago, with the then Department of Primary Industries and Energy and I worked in various agencies in Canberra from what was then the DPIE to attorney generals and then the National Museum of Australia. While I was at the NMA, an opportunity presented itself to come and work for the Torres Strait Regional Authority back then in the early 2000s in arts and culture. So I came up through Thursday Island back then and was up here for about five years when the Department of Foreign Affairs and Trade knocked on the door and said, "Would you consider working with us?" And I thought, "Goodness, another trip back to Canberra. Just left that cold country, it better be worth it." And in the end it was very much worth it, because I landed in Foreign Affairs in the Cultural Diplomacy section.

LEILANI BIN-JUDA: And not long after that, I started work on the Shanghai World Expo team and we were deployed to Shanghai in 2010. That was a great experience. So I then had a wonderful career in the foreign service, and it ended up landing me back on Thursday Island, funnily enough, in 2016 from PNG. And that was the Treaty, the Torres Strait Treaty work. I was in that position for about four years when this opportunity presented itself and I thought, "Well I'll put my hand up at that, because I think the time might be right now for a woman to lead the charge for an organisation such as this."

LEILANI BIN-JUDA: So I was lucky enough to win the position and since then, have enjoyed the experience. And what's underpinned all of this, in terms of as an Indigenous woman working towards a leadership position is my commitment to service. Commitment to service as a public servant, commitment to service for the general public and a commitment to service for the region, the people, the constituents. And I think that's really important because as you can see now, the Torres Strait plays a very active role in the Australia PNG bilateral relationship, as well as our geopolitical arena with China. So it's a very strategic location and one that I'm very proud to be, as a Torres Strait islander and lucky enough to be in a position that can drive change and advocate for interest, both Australian interest and traditional inhabitant interest. So that's probably where my personal reflections and learnings have come from Gordon, in a nutshell.

GORDON DE BROUWER: Thanks Leilani, it's amazing how deep that idea of service goes and it's so nice that you can see a range of communities, including your own local community, but also the nation. That's really profound. Can I ask you to just delve a little bit deeper on the personal side and often... probably with most people, but hear it a lot with Indigenous people around your different selves. That you belong to a community, an Indigenous community. You're a woman. You head an Indigenous agency. I think you also head a commonwealth corporate or a commonwealth agency, a PGPA identity. Can you talk a bit about how you bring your different selves together? How you identify your different selves and how you bring them together?

LEILANI BIN-JUDA: Yes. Thanks Gordon, that's a really good point. And for us as Indigenous peoples in the public service. Firstly, there are only a certain handful of us in the service and if I can be honest, in terms of the Senior Executive Band Ones, there's only about 30 of us across the whole Australian public service. So that in itself brings a lot of pressure for us. We are drawn upon for many obligations and that's either in our work sense, but also other jobs or odd jobs for the public service as well. And that can sometimes be quite challenging. In this role, yes, I am head of an agency, but I'm also a Torres Strait islander. I am able to understand what those issues are and be able to relate and connect to my constituents, to my stakeholders.

LEILANI BIN-JUDA: The work that I undertook prior with foreign affairs with PNG has placed us in a very, very positive position that the TSRA and certainly... I mean, the public service in this neck of the woods has ever seen. Having someone have international experience who understands the strategic positioning of the region has been an absolutely advantage to the TSRA. It's the first time that has happened and I think it's made best use of my experience and certainly how I can contribute to the betterment of the TSRA, particularly in the times at the moment with COVID. We have been advocating very strongly with the Australian government on ensuring the rights and interests of traditional inhabitants are part of that decision making and part of the priorities for this region, and we've been successful with that. We've had open dialogue with the Foreign Affairs Minister, Senator Payne and also the Minister for the Pacific and International Development in keeping an open dialogue with regional leaders.

LEILANI BIN-JUDA: Now, that's come about because of very strong advocacy and championing and because I am from that ilk, and that understanding, we've been able to have very good open dialogue, including with other stakeholders as well. So that's been a huge advantage to the region. So there are many different selves to us. I mean, people still think of me in the DFAT arena. If I'm out in the community, that's the first thing that they see. Or if I'm on the PNG side previously, because I had undertaken a posting in Moresby. People saw me in that light, so you never really stop being a person... well never stop being an Indigenous person either, because the minute I say that I'm from the Torres Strait or worked in the Torres Strait, people connect.

LEILANI BIN-JUDA: And it's the same with any of the countries that I've been posted in. It was a similar experience in the Solomon Islands, it was a similar experience in Papua New Guinea, I think in PNG, it really came home to me because a lot of the locally engaged staff had never seen an Indigenous diplomat or worked with one before. There was a funny story where I'd go to the shops with my driver and I was in normal... meri blouse and my bilum and go to the shops and people thought I was the house Mary. And I said, "Yeah, no I am actually." And until I started talking that they realised, "Oh, actually she's not the house Mary, she's probably the boss Mary." So to me, it was a bit of an experiment myself trying to work at where I fit into the general picture, but at the end of the day, it's all about how you are able to communicate with people and communicate... at that time, Australia's national interest.

LEILANI BIN-JUDA: But equally in this job, it's ensuring that the rights and recognition of traditional inhabitants and Torres Strait islanders and Aboriginal people of this region are front and centre of any decisions that affect the lives and livelihoods of people in this region.

GORDON DE BROUWER: Thanks very much Leilani, that's great. That's a great story and a really powerful example of the strength that comes from diversity and from having different parts to yourself. So thanks. You talked a little bit about leading a remote APS agency. So TSRA's remote, can you just talk a bit about what's important to you? And the TRSA and the community you serve that comes from your agency.

LEILANI BIN-JUDA: Yeah look, the biggest issue for me is to ensure that I maintain a very important value, and that value is to ensure I improve the lives and livelihoods of Indigenous Australians. And regardless of location, whether that's domestic or international, that will always be a very strong value of mine. In this role with the Torres Strait Regional Authority, we canvas eight different program areas. So that includes native title, environment management, economic development, fisheries, arts, culture, heritage, healthy and safe communities, corporate and media and native titles. So there's a whole range of very diverse program areas. So my job is to ensure that I deliver what my board sets as it's regional priorities. The big one at the moment is infrastructure. So maintaining regional infrastructure in this region to then provide jobs, provide security, provide safety for marine infrastructure projects across the islands.

LEILANI BIN-JUDA: It's really important because as you can imagine being a remote location, the number one way of getting around in this region is by boat. So the safety of our wharfs and jetty's and things like that is really important. Equally, we only have one airport, our main airports are at Horn Island. Most of the other island communities have airports except for two and those two communities, the only way you can really get in there is probably by boat or by helicopter. So transport for us is a main issue in this region. And equally, reliable telecommunications and IT is an absolute challenge for us. Just a few months ago, we were experiencing quite a number of outages with our telecommunications system because it's linked to the cape, Cape York on the mainland. So when those towers go down, it means the rest of the Torres Strait also goes down. So that's... we're in the year 2021 and yet in Australia, basic services are not always delivered in a reliable way.

GORDON DE BROUWER: Yeah. Can I ask, being a geographically remote based entity, how do you find working with the Queensland government, but also maybe working with other parts of the commonwealth, the Australian government, particularly those that are Canberra based?

LEILANI BIN-JUDA: Yeah sure. Well there's about 36 government agencies in the Torres Strait. We are one of the most over governed regions in this country and that includes commonwealth and state government. The working relationships that we have with these agencies is a positive one I would hope. However, we do have room for improvement. We've been working quite diligently since I've come into the role to ensure that we have very constructive and positive relationships with our stakeholders and our agencies. You know, sometimes we don't always agree, but at the end of the day, we are here to serve the same group of people, the constituents. The Aboriginal and Torres Strait Island people of this region is our number one priority. So the TSRA is the commonwealth's leading agency on Indigenous affairs in this region.

LEILANI BIN-JUDA: We have a mandate and an obligation to ensure policies, services and programs in this region are monitored and evaluated in a way that does provide improvement to our lives and livelihood. So we take that role very, very seriously and we are enacted in an act of Parliament. It's the Aboriginal Torres Strait Islander Act 2005. So I think there's certainly room for improvement in trying to look at improved coordination and cooperation with other agencies for that. So slowly but surely, we've had a new board appointed. They came into effect of February this year when we undertook the induction for them. We have now set about regional priority setting. That happened last month in May.

LEILANI BIN-JUDA: And now, in terms of the administration, we are working very hard to ensure we implement those priorities. So as I mentioned, the number one regional priority right now by the board is infrastructure. Regional infrastructure across our region.

GORDON DE BROUWER: And I'm probably being a little bit sensitive here, but how do you find working with Canberra? Because it's quite... it's got such a different world and the perceptions or the closeness to your local community, but that's different. But how do you find that?

LEILANI BIN-JUDA: Yes, you're right Gordon. I forgot about that part. Coming to it. Yes, it's very positive. So we... the TSRA is a portfolio agency under the Indigenous portfolio. So we work very closely with the National Indigenous Australians Agency, NIAA. And we also work very closely with the Minister's office. So I have almost a parallel path of reporting, if you like, but also very close engagement for the two groups. And I find it to be quite cooperative and very supportive. I think that's come about because I've spent half of my working career in Canberra. So I do understand the machinery of government. I do understand how minister's offices work and I do understand their particular mandate.

LEILANI BIN-JUDA: What is interesting for us is that the TSRA has a board. We have 20 board members. So I report directly to the Minister. I also report directly to the Chair and the Board. So as I mentioned, there are parallel ways of reporting. But yes, it's been quite helpful, particularly during COVID, we've had very strong support from the Minister, his office and NIAA around COVID and ensuring vaccinations were looked upon for the Torres Strait as a priority area, given our close proximity to PNG and western province. Under the treaty, once borders open or prior to COVID, there were free cross border movements by those eligible under the treaty. So once COVID came into place, that provides a high security risk for both countries. And we needed to ensure that the management of our people's safety and security came first. So we've had nothing but strong support from Canberra for this.

GORDON DE BROUWER: Yeah, that's great. Can I just tell you... so you started talking about COVID. Can you talk a bit about how that evolved and how it worked out for you? Both of how do you protect your local community, but also given such the close link to PNG, how you worked with PNG in protecting also Papua New Guineans and that impact on the Torres Strait.

LEILANI BIN-JUDA: So in the region, we have the local Disaster Management Group, which is led by the Torres Shire Council. So the TSRA is a member, an observer member of that group. So we were party to the discussions and also some of the advocacy, particularly if the local councils needed support at the commonwealth level. That was our role to play in that arena. So regional leaders, that's the Torres Shire Council, the Torres Strait Island Regional Council, so that's rule of the outer islands and then you've got us as the Torres Strait Regional Authority. So all regional leaders got together to ensure that the government, as in the Australian and it's response to COVID made sure that we did cover the interests of locals here.

LEILANI BIN-JUDA: So it was a very coordinated response. There was a lot of support obviously from Queensland Health and from some of the private sector, for example Qantas. Because at that time, QantasLink... prior to COVID, we had two or three flights a day. At the peak of our lockdown, we were only receiving two flights a week. There was a period of three weeks lockdown and... we couldn't go anywhere and that really did test a lot of people's patience. I'd have to say I was one of those. I'm used to being locked up, but not like that. I'm used to compounds and so forth, but this was something else. Thursday Island is a very small island. It's about 10 kilometres long. If you drive around in it. So there was nowhere to go and it does have an impact on people's mental health, that's for sure.

LEILANI BIN-JUDA: Yeah. So the take home message, in terms of how COVID impacted the Torres Strait and the work of us TSRA working with other agencies, having an advocacy role and championing interests at that commonwealth level was important. Given my previous role and understanding of the bilateral relationship was also really advantageous to this discussion. Having known how to leave support in the foreign affairs network also helped us understand the whole dialogue and debate around how we ensure safety and security of the region. So it did take a really important leading role from the commonwealth's perspective.

GORDON DE BROUWER: What sort of practical things did you do with Papua New Guinea?

LEILANI BIN-JUDA: Yeah. So some of the practical things was through that local council or the Torres Strait Regional Council, they're ordinarily members, the traditional inhabitants who sit on the Torres Strait Treaty as Australia's representation for that. So we were able to discuss with counsellors and hear what their concerns were, and we were able to advocate that to our federal minister in a positive and constructive way.

LEILANI BIN-JUDA: So we were also able to understand and talk to our constituents or families of our constituents across the border and hear what some of their concerns were, because they were equally concerned. They didn't want to do anything that would compromise the bilateral relationship and they certainly didn't want to do anything that would compromise a health risk. Making sure that key messages around safety and security, particularly human security in relation to COVID was important. So we were also able to lend our support from TSRA. We have these electronic bulletin boards in every single shop on the islands that we have out in the region.

LEILANI BIN-JUDA: So if messages needed to be conveyed from Queensland Health or any other important... agency, we were able to get that out there in a timely manner. I also have a network of rangers. So my staff are out on about 14 communities. So we were also able to send information out to my staff, so that they could receive it in a timely manner.

GORDON DE BROUWER: Yeah, that's great. Can I ask you with your own workforce and then with your own community, what were some of the learnings you took from how to lead your workforce through the pandemic? And then we'll move to the community as well. But on your workforce, how did you look after them and engage with them?



LEILANI BIN-JUDA: Yes. I have 154 staff located in multiple locations through the Torres Strait, and also some officers are in Cairns. So when instructions were provided to us from the Australian Public Service Commission on potential working from home arrangements. That wasn't as easy to do for us. Particularly in outer islands, some of the work functions are not actually conducted in an office space. So the rangers for example, are land and sea operatives. So they're out on boats, or they're out in vehicles checking on environmental management issues. So looking for pests and things like that. So it wasn't as easy as if you were in Canberra in an office, so slightly different. And equally here on Thursday Island, which is the main hub. I've got four different locations for my teams and it's not as easy as well to institute an immediate work from home arrangement because not everyone has a home office set up for them in their own house. So that can be sometimes quite challenging.

GORDON DE BROUWER: How did you deal with the fear or where people worried about it, I mean, in terms of providing reassurance. Sort of that psychological comfort that their interests really mattered to you. That their safety really matters to you.

LEILANI BIN-JUDA: Absolutely and I made a concerted effort. I'm a little bit of an unorthodox leader in that I actually like my people, and I like to find out what's happening. So I walked the floors. I would go to every team and ask them how they were travelling, and provide accurate and timely advice. So the advice that we were provided from Queensland Health in particular about the state of affairs, particularly noting... there were no COVID cases in the Torres Strait or the northern peninsula area. That was so important. So because we couldn't gather as a group because of the instructions at the time, our only medium was through emails or on occasions, I was able to meet with different sections and have chats with them about what they were feeling at the time. So trying to provide accurate, timely, factual information was really important to get to... to get out to our staff.

GORDON DE BROUWER: What about the community more generally though? I'm guessing it's the same sort of thing. But can you talk more generally about the community's concerns or fears and how you engaged or the need for information, how you engaged with that?

LEILANI BIN-JUDA: Similarly, whenever the local disaster management group held its meetings, they would provide a one pager with factual information on it, and some of the next steps that the group would take. So those sorts of pieces of information were really important to provide to both staff and also communities, because a majority of my workforce are local people and they have families. They have extended families, so everyone was quite concerned about the seriousness of what we were being faced with.

LEILANI BIN-JUDA: Equally, I would make it my business to go around to talk to as many staff as I could... one on one and just explain some of those facts around it, and what the Australian government and other agencies like the local disaster management group was doing, and how we were going to try to navigate a way forward. So it was a lot of uncertainty, absolutely at the time and the way to manage uncertainty is to provide as much factual information as one can, at the time and have open dialogue as often as I could.

GORDON DE BROUWER: Yeah. One of the striking features around the impact of the government's response in both Australia and New Zealand is that the general community trusts government a lot more as a result. Did you see any of that? Or maybe it's anecdotal, but how did your community respond to the government side in Torres Strait? Was there any... was your sense that they increased their trust? Or maybe was trust okay anyway?

LEILANI BIN-JUDA: Well I couldn't tell you exactly Gordon. I mean, straight from commonwealth, as in straight from a Canberra perspective, because here it was managed from a localised group, as in the local disaster management. You had all the local councils, they're mayors in chairs who were leading that response. So there was a concerted effort from local mayors and the chair of the TSRA to ensure that messages were getting out that were all consistent. So the use of radio was helpful. The use of local newspaper print was also helpful at the time. So there was information around, but at the end of the day, the most important medium for any communication is word of mouth, as we all know.

GORDON DE BROUWER: Yes.

LEILANI BIN-JUDA: So for us, even though Canberra might say, "Look, the sky is blue." Unless it comes from someone locally here, then it's taken for gospel. So advice comes from Canberra, we understand that. Advice comes from Queensland Health, but at the end of the day, unless there is a consistent messaging by regional leaders to constituents. I think that's when the messages can actually get through to local communities.

GORDON DE BROUWER: Yeah, that's great. You're saying so that the trust then in the regional leadership, has that strengthened or improved or changed or it's the same?

LEILANI BIN-JUDA: Again, hard for me to comment because I have not actively gone out into the field to ask that question. What I can say though is people are relieved that one, we remain COVID free.

GORDON DE BROUWER: Yeah.

LEILANI BIN-JUDA: The rollout of the vaccinations have been a little bit tricky. The first rollout obviously was very positive with AstraZeneca in our outer islands. The Torres Strait was a priority area for the Australian Government and that came about because of a lot of lobbying and championing and ensuring that the safety of our people was number one. So unfortunately with the media reporting a... the trajectory of where that vaccination rate was going. That now slowly but surely, we are picking up again. And I myself have had my two shots of Pfizer. I've lead the workforce to ensure vaccinations occurs for staff. My board members have also started now to get their vaccinations as well.

GORDON DE BROUWER: Yeah, that's great. Can I ask you the last question on COVID, sometimes in other places, I've seen that some of the work practices have changed. Maybe there's a bit more flexibility in the workplace, there's a different use of technology or... the question is how do you lock in some of those changes? Did you find anything change in the nature of your work practices that you also think about how do you lock those in or how do you look to those... to keep the benefits?

LEILANI BIN-JUDA: Absolutely. We did have to change the way we conducted our business. There was no doubt about that. We were hamstrung in terms of physical transportation and that for us was a big one up here. That's the only way we can get around in the region, so we had to rely a lot on technology. Electronic platforms, Zoom, Teams, teleconferences, so forth. So there were other mediums in which we utilised to conduct ordinary government business. Now, in some ways that worked and others it didn't because in remote communities such as Boigu or Dauan where connectivity is not always 100% reliable. It's not workable for us. So that became a bit of a challenge. We continue to use obviously some of these electronic platforms, but nothing beats face to face discussions when you can have them. So we have adopted some of those practices where practical.

GORDON DE BROUWER: Yeah, that's great. Maybe just as a very last question now before we finish. This is a bit of a personal reflection. So going through an event like this and a crisis, people discover different things about themselves that they didn't know about themselves. Can you talk about is there anything that you noticed or discovered in yourself, either in your role, or as a person? What you learned about yourself from this?

LEILANI BIN-JUDA: Oh for sure. It was a very challenging time and still remains so, but equally rewarding. Because on the one hand while we continue to face a global pandemic, the other side of that coin is ensuring the safety and security of our region and it's people remains a number one priority for this country. So part of... some of my advocacy work, including in the old regime of foreign affairs, has enabled me to ensure that these priorities remain at the front mind of government. So that's been an absolute positive in that sense. Taking a leadership role has also been extremely challenging and rewarding, because we wanted to make sure that the Torres Strait Regional Authority as the commonwealth leading agency on Indigenous affairs was able to be the leader in coordinating some of those responses. So we are rebuilding and repositioning the TSRA as it once was.

LEILANI BIN-JUDA: And on a final note, having good support and understanding... I cannot underscore so much the importance of relationships. Relationships with community, with agencies, with my elected arm, with the politicians, it was really important to ensure that this region remained a focus for this country. So I've been quite pleased with the amount of reporting, the amount of focus and emphasis on the Torres Strait and I'm glad that that has absolutely gone up the line as far as the Prime Minister, so that's been fantastic to see.

GORDON DE BROUWER: Yeah, that's... so Leilani Bin-Juda, can I... thank you. Frankly, it's been a real honour for me to have this conversation and a real pleasure to have this conversation and meet you. Can I thank you for what you've done and your job for your community, but also for Australia, including in reconciliation and recognition and how you support that. It's been a wonderful... it's been really wonderful Leilani to be able to talk with you. So thank you very much.

LEILANI BIN-JUDA: Thank you Gordon and thank you to the team at IPAA. It's been an absolute honour and a privilege to have this conversation today, and I look forward to hearing more podcasts that IPAA provides to us, thank you.

GORDON DE BROUWER: And that was not paid sponsorship Leilani, but thanks. So dear audience, thank you for listening and I hope you'll tune in again soon for some more insights into public administration from the Work with Purpose Podcast. Today, we've been talking with Leilani Bin-Juda, the CEO of the Torres Strait Regional Authority. Until then, bye for now.

DAVID PEMBROKE: So there you go, what a great conversation between Dr Gordon de Brouwer and Leilani Bin-Juda, the Chief Executive Officer of the Torres Strait Regional Authority. And a big thanks to Leilani Bin-Juda for joining us on today's Work with Purpose episode. And to you, the audience, thanks once again for your time and attention and your interest in the Australian Public Service. Doesn't today's conversation just fill you with, I don't know, even more admiration about just exactly what the Australia Public Service does and the breadth of issues that it covers, and the ground that it covers and the importance of the Australia Public Service to the life of all Australians. And indeed, many people around the world. So a big thanks again to Dr de Brouwer and to Leilani Bin-Juda.

DAVID PEMBROKE: And again, as I say audience, thank you. If you do see the promotion on social media for this particular episode and indeed any of the episodes of Work with Purpose, please... a like, a share, a retweet or indeed, a review on your favourite podcasting app. That would help the program to be found by more people who may be interested in learning a little bit more about the diversity, and indeed the importance of the Australia public service. So thank you very much again. I will be back at the same time in two weeks with our next episode of Work with Purpose, but for the moment, it's bye for now.

VOICEOVER: 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.