
InTransition Episode 80 – Melanie Gibbons

David Pembroke: Hello, ladies and gentlemen. Welcome once again to InTransition. The podcast that examines the practice of content marketing in government. My name's David Pembroke, and thanks for joining us once again. A great guest today. We speak to a regulator and how they're using content to achieve their business objectives. Before I get to introduce her, to the definition. As we do each week, we start with the definition of content marketing as it relates to government in the public sector.

Content marketing is a strategic, measurable and reputable business process that relies on the creation, curation and distribution of useful, relevant and consistent content. The purpose is to engage and inform a specific audience in order to achieve a desired citizen and/or stakeholder action. There you go. Definition, over and done with for another week.

Our guest today is Melanie Gibbons who is the Communications Manager for the Clean Energy Regulator, an Australian Federal government agency. She's previously been the Media Director for the Department of Climate Change and Energy Efficiency, but the majority of Melanie's career has been in the public sector, having also worked a short stint in the UK where she worked as an adviser for the UK Trade and Investment Organization as well as one of the local councils. Melanie is currently completing a post graduate certificate in Social Media and Public Engagement at the University of Canberra. She joins me in the studio here in Canberra, Australia. Melanie, thanks very much for joining us InTransition.

Melanie Gibbons: Thanks for having me today.

David Pembroke: You can never stop learning. What is it that you decided to pick up the grad certificate?

Melanie Gibbons: It's a question I get asked often. I like to think that when I went to Uni, I learnt how to fax out a press release. I quite often got one turn in the computer lab in a week. In today's world, it's all about digital. I decided to go back to Uni and learn how I could apply that in the professional sense.

David Pembroke: In terms of that, the principles of good communication don't change. The tools do. What have you picked up that has been really valuable to you in telling the story of the Clean Energy Regulator?

Melanie Gibbons: Yes, so that's really interesting. It's a very theoretical cause. It's giving me some really good grounding in looking at engaging from a different perspective, I suppose. In government, you do get very stuck in your ways, and you do get stuck in your little bubble of what you're communicating. It's really making me think differently. It's making me look at what our clients need. It's making us look at how we can curate content and create a conversation, not just push out information.

David Pembroke: Yes, okay. What principles are they generally teaching, in terms of that theory? Is it design thinking theory?

Melanie Gibbons: Yes, so right now, I'm doing an assignment about design thinking, so spot on. Yes, that's really interesting. It's really very much about putting the clients first and looking at how you can not just take clients for granted. They're all different. They all have different needs and requirements and looking at those from a digital perspective and how digital can actually deliver something different for them.

David Pembroke: Okay, but bringing that back into the workplace, how difficult is it to translate that into a public sector organization?

Melanie Gibbons: Extremely difficult. It can be, so we have a very specific role. We've been a little bit slow on the uptake of social media at the Clean Energy Regulator, but on purpose. When we started 5 years ago, we had a very defined audience. All of our schemes were mandatory participation, so we knew exactly who we were dealing with. At the time, we were dealing with large business in Australia. They went looking to receive technical guidance via Twitter. They also went on Twitter themselves, communicating with their clients in that particular way. We only started using Twitter about a month ago. We did it in a very considered and very strategic way from my perspective, anyway. We've really started small. We are broadcasting out information, but we're also trying to share information, particularly about the renewable energy industry and also about some of the success stories that we're starting to see in the emissions reduction fund.

David Pembroke: What about internally? That cultural piece with risk averse organizations trying new things. Well, there is a bit of a mood of experimentation at the moment, sweeping through the Australian public service. How difficult is it for people to come to grips with the new way of doing things?

Melanie Gibbons: I'm extremely lucky because I do have a very progressive executive. We were very well supported with social media. In fact, we were asked why didn't we do this earlier. I think, if anything, I'm the one that's always looking at "what will this do for us? What will it do for our clients? What can we use it for to get the most out of our communication?" When we went to our executive and said, "we want to go into Twitter. We want to be using LinkedIn." They're like, "well, of course, we should be. What are you doing?" That doesn't mean that we've won the battle across our staff. We're spending a lot of time at the moment, engaging with our staff and explaining why we've moved onto Twitter. We're a data agency at heart, so we have a lot of data analysts, a lot of technical people. We're really using the data and the analysis that we're getting from Twitter and LinkedIn to show its worth to the organization.

David Pembroke: Okay. Just to take a step back, I really like that idea that you took your time and that you really were audience-centered when you were seeking to tell the story of the Clean Energy Regulator, whereas there was no value in really using that

channel upfront that you really needed to use other channels to achieve your particular business objectives.

Melanie Gibbons: Yes, absolutely. We survey our clients once a year, so we're again, very lucky. We get to use market research to back up what we're doing and to justify our channel choices. We've been asking our clients for the last 3 or 4 years, how would they like to receive information from us? What are their preferred channels of communication to make sure that we're keeping up with what their needs are as well. We haven't seen any interest in using social media to receive information from our organization, but over the last 12 months, we've been doing a lot of social media monitoring. What we can see is there is increased interest in the public around the work that we do. Particularly around renewable energy and around the emissions reduction fund. That broadened the scope of what we do. It's also allowed us to watch what the conversation has been before we jumped into it.

David Pembroke: Okay, so let's go back probably to the point of planning and the way that you go about putting your plans together and how you execute those plans. Indeed, how is it that you staff up your plans and work together? I'd be really interested to know how, what's your process and structure looks like.

Melanie Gibbons: Yes, so again, we have a very strong culture within the organization around providing a client-centric service. One of our key organizational objectives is around engaged, active and compliant clients. Our aim as a regulator is to ensure that our clients are informed, they're capable and they're willing to comply with the law as it stands. We have 2 main objectives when we focus our communications. That's making sure that we're doing things efficiently.

We design all of our communications with our clients first. We look at our key milestones within each legislation with each of our schemes. We look at what they need to know. We look at when they're going to need to know it, and then, what communication channels they want to use. We use what we refer to as a hub and spoke model for communications. We have our website as the center of everything that we do. All of our other communication channels push clients back into that information. We know that works because we survey them. More than 80% of our clients say they use our website on a regular basis, and 75% of them say that they find the content satisfactory. For us, that's a good measure. It also means we've got some work to do, but as a regulator, that's on par or above most other regulators.

We use market research as our basis for everything, as I said, so our communication strategies are really built on what we learn through that research. Then, we evaluate everything. We learn from our previous mistakes. We learn from what works well. We use the data and evidence for going forward in terms of our strategies. In terms of resourcing it, like every other government agency, we have the resources that we have. We would always like to have more. We'd always like more time to do more things, but ultimately, we operate in an account management model, so I have an Account Manager that's dedicated to each scheme. They prioritize the communications for each of those schemes. Then, we

work together as a cohort to deliver. My team has a very collaborative approach. We work together on everything. Well, everyone has a responsibility each. When there's something that the team has to deliver as a big milestone or a big outcome or a big project, we do it together to make sure it gets over the line.

David Pembroke: Okay, but in those account management models, which is a model which I tend to like, do they develop individual plans for the schemes? You take a 12-month view, for example, and say, "okay, this is where things are going to be, depending on context, timing et cetera?"

Melanie Gibbons: Yes, we do, absolutely. Each of the schemes has a 12-month plan and then a 12-month strategy. Then, within those strategies, we have dedicated plans to key milestones. For example, with the National Greenhouse and Energy reporting scheme, we'll have a 12-month strategy that sends a narrative for the next 12 months. Within that, we'll have a plan of activities for some of the key milestones to occur throughout the year. That works well most of the time except we work in climate change. Quite often, our context changes and changes quickly. We're quite contested in what we do or the subject area that we work within. We do have to keep across the environment and the change in politics or media uptake of some of our schemes. We adapt quickly and rapidly often.

David Pembroke: Yes, yes. How successful have you been in getting policy and program areas to contribute their expertise and their knowledge and their skill in terms of getting the content that you need to be able to distribute?

Melanie Gibbons: We work in partnership with our line areas. We've spent the last 5 years building our reputation as a team. A lot of my staff have been there for the whole time since the regulator started. We spend a lot of time understanding the priorities of the business, understanding the issues that they face. Then, also building up subject matter knowledge. We work hand in hand with them whenever we build a communication strategy. We try to understand their business context and their needs as much as the communication outcomes that we're looking for.

David Pembroke: Sure, but in terms of best practice because I know it is something that people are increasingly looking for from a coms point of view because of constrained resources. It's working with those policy areas and program areas because the knowledge is there. The skill is there. The content is there. It just needs to be organized and shaped. What advice would you have for people who are in that role at the moment, going out and saying, "hey, I'd really like you to join this efforts of being able to contribute to our content efforts."

Melanie Gibbons: I think it's always about putting them first, so it's the basis of any good relationship. It's about going out, being proactive, speaking to people, getting to know them and building a relationship with them. The better relationship you have with the business series, the more they'll be willing to work with you. We do spend a lot of time going to meetings and talking to people, having a coffee and finding out what's really their burning issue. Then, you'll find that once you can help them with

one, you've built up some good will. You can help them with another, and then all of a sudden, they're willing to give you a little bit more as well.

David Pembroke: Okay, do you make people compete? Do you say something like, "Joe Bloggs is really killing it. Why don't you have a look at that as well?"

Melanie Gibbons: Sometimes. We like to think that is using our evidence to be persuasive. A great example is with the emissions reduction fund. It's a new scheme. We've tried some new things. We've been very lucky because as I said, we've tested things before, so we're able to try new things with the emissions reduction fund. It's also a different scheme. It's a voluntary scheme, so we really do focus more on the selling the outcomes of the scheme, and making sure clients know how they can participate, but we did a lot of things when we had our first emissions reduction fund auction that we hadn't done before.

One of them was where we really started moving into infographics to use to explain our data. We then had real success with the infographics in the first auction. There was a lot of media interest, a lot of stakeholder interest, particularly from the government. Those infographics were hugely successful. We've had something around 11,000 view of those since we launched them last year. We use that quite often. The analytics that sits behind that and the success that we had with that infographic to show other areas of the agency how using data visualization will actually help them sell their story a little bit better. Not competing, but using evidence.

David Pembroke: In terms of that though, was that a decision that was taken based on evidence, or was that something that was taken on a gut feel that you knew that data visualization through infographics was going to be effective, but perhaps didn't quite have the evidence to support that decision?

Melanie Gibbons: I think that we knew it was definitely something that other government agencies and other communicators were starting to use. We were really interested to try it as well. We had tried to do some visualization, explaining the process behind our schemes before that wasn't as successful, but ultimately, as I said before, we're a data agency. We have a lot of complex data sets that we're trying to share with the public that is really interesting and informative data, but they're long detailed Excel spreadsheets. What we needed to do was find a way that we could dull that down to a discrete piece of information, and then show it really quickly to people. We did that really successfully for the auction. We're continuing to do it for a range of other data sets at the moment, so the emissions on energy data that we publish once a year, very complex, very dense data. We've managed to distill that down into one infographic, just to show people at a visual cue what that is.

David Pembroke: Yes. This notion of visual content obviously is increasingly important, given the delivery methods, the channels, et cetera where this content is found. Do you see that you'll be using it more, and that this will become a fundamentally more important part of your communication?

Melanie Gibbons: Yes, absolutely. I think my graphic designer is a much desired resource within our agency at the moment. Because of the popularity of the auction infographics that we've now rolled out 3 times over 3 auctions and the success of the infographics that we've used, it's definitely something that we're getting a lot of demand for. What we're trying to focus on is what is the story that you want to tell? If there's not a story there, then what's the infographic for? Really going back to that. What is the outcome we're looking for? Is it going to deliver the outcome? How is this going to help tell the story or show the value of the data that we have? Really trying to use that again a bit in a strategic way, rather than having a graphic for absolutely everything we do.

David Pembroke: Okay, so what team do you have in that content creation things? You mentioned a graphic designer. You mentioned your teams who are out as the account managers who are working with and collaborating with the line areas. At that hub, what sort of resourcing do you have sitting in there that can help you to create content?

Melanie Gibbons: Look, I'm extremely lucky. I have a very talented and dedicated team who works so well together to deliver just amazing things. We're a regulator. Many people would think working with a regulator is not the most interesting work that you could do, but we have such rich data sets, and we have such flexibility in being allowed to do communications in such an interesting way. I have really talented people, and they can deliver on that. We have a dedicated digital and creative team. They have some amazing skills to do some animation.

We've, this year, released an interactive map of our emissions reduction fund projects. They were very much at the center of developing that for us. They're developing lots of new tools for our clients to use to go up onto our website to make it easier to navigate through and to find the information that people need to participate. Ultimately, I think all of our team is content creators. We spend time writing Tweets everyday. We've currently just finishing off one of our first LinkedIn blogs for our CEO. We developed content for the website constantly. We're always reviewing and considering different bits of information that are going out, either to our staff or to our clients.

David Pembroke: In terms of that publishing cadence that you've got working there at the Clean Energy Regulator, how often are you turning up with content? How often are you publishing?

Melanie Gibbons: Everyday.

David Pembroke: Everyday?

Melanie Gibbons: All day, everyday.

David Pembroke: Okay. What cadence would it be? How many times a day are you appearing, say on Twitter?

Melanie Gibbons: We're Tweeting 2 and 3 times a day at the moment.

David Pembroke: Okay. At the same time most days like coming out, or just as needs?

Melanie Gibbons: Yes, as needs. We have ... It's all good social media. Users in government would know. We have a good content calendar that we've got sitting there that has our base content that we'll use. That's based around their milestones and the information that we know is coming up. Then, we're also constantly looking around and seeing what else everyone else in our environment is Tweeting so that we can either re-tweet with some additional information, push people through to our website, linking to some information about one of our schemes. LinkedIn, we're taking a slightly different approach. We're looking to take them all personalized approach, looking to engage our staff in that and share it with their networks as well. Different approaches for each of the channels.

David Pembroke: Okay. In terms of curation, you mentioned that before. What's your curation strategy look like?

Melanie Gibbons: We're really focused. At the moment, we have some principles that we've established to look at how we curate that content. Obviously, as a regulator, we do need to be a little bit careful. We administer some markets, so we do need to be seen as being neutral in the marketplace. We can't be favoring one electricity provider or retailer over another. We're really looking at what our other stakeholders are doing and also what other government agencies are doing. Information that will be useful to our clients and also to building the market more generally.

David Pembroke: Okay, so that threshold question or that threshold criteria, how did you go about establishing that, knowing that you do have those sensitivities around moving markets or favorability?

Melanie Gibbons: Yes, for us, it was something that we've done for a long time. We look at the same when we're looking at pitching proactive media, when we're engaging with journalists. We've applied, as you said before, there's no more communication sense that you'll apply to most activities. We've put that into a social media context. For us, it's very much about looking at our remit, looking at our schemes, making sure that we're giving the industry confidence that we know what we're doing.

David Pembroke: In terms of risk management, have you got a risk management framework that sits around your content marketing program?

Melanie Gibbons: We have done risk assessments. Social media is a good public servant, always will, but we do have a very strong risk management approach within the agency. Normally, our communication activity sit within a broader risk or within a broader issue that we may be facing. Then normally, either mitigation or treatments, so

what we will do is specific assessments based on individual projects or individual channels. Our form of risk management sits at a high level.

David Pembroke: Okay. It sound like you're really going well. You must be pleased with the progress that you're making?

Melanie Gibbons: Yes, absolutely. It's coming up to 5 years that the Clean Energy Regulator has been in existence. A lot of my team came over about 5 months before that to stand at the agency. We know that we were very fortunate in terms of ...

David Pembroke: A blank sheet of paper.

Melanie Gibbons: You don't get to start a new agency everyday. We were very lucky, and we very much brought the good and the bad experiences that we'd had either in the private or the public sector to the floor when we started. We spent a lot of time making sure that we had the right systems, processes and policies in place to give us that good strong base. Then, we've been able to build since then.

David Pembroke: Yes. In terms of the website, you mentioned it as the hub and the spoke in trying to draw people back to what we call that center of gravity, so trying to get people back there. What conversions are you looking for once you get people back onto your home site? Is it just to consume the content? Is it to subscribe? What other things are you looking for people to do?

Melanie Gibbons: Yes, so majority of our ... We have a very predictable website. It's very interesting from a statistical point of view. We have between 9,000 to 11,000 visitors a week. They come to our website between 9:00 and 5:00. They normally drop off between 12:30 and 1:30. It gives us a very good indicator of how people are using our site. It also gives us a good indication of who our clients are because we know that a majority of them are in business, and so they'll assume they instantly can target the information to them much better.

David Pembroke: In those clients and that knowledge, have you built out personas that help you to categorize your audience? You're speaking to a particular group?

Melanie Gibbons: Yes, we actually did that as a part of our last market research. We looked at the market research and tried to build some personas from that, looking at what are particular groups within our client base doing? How are they interacting with us? How long have they been interacting with us gave us a sense of their current level of knowledge and interaction with some of our different communication tools.

David Pembroke: Yes, that's fantastic. I'm absolutely blown away at how sophisticated you are in being able to reach out and to build those relationships, I suppose. Where to next? Where to next? Where is the improvement going to come from?

Melanie Gibbons: I think for us, as I said, I'm very fortunate. My team is extremely capable and very talented at what they do. I think for us, what we always need is more time. We

would love to be doing more and bigger and better communications. We'd love to be finessing some of the things that we use everyday. At the moment, one of the things we're working on is a measurement framework. What we want to be able to do is evaluate what we do more efficiently and more consistently all the time. We know that that works really well for us that when we can evaluate and demonstrate our value through numbers that we do get more buy-in through the business. We want to be able to do that easier. We want to update some of our key frameworks so that we can communicate to the broader staff how they can support us to do communications more easily. Then, we always want to make our website better and more efficient and more interesting for our clients. We'll continue to put a lot of effort into that space.

David Pembroke: What about this development of the distributed web where really, this notion of you've really got to go to where the audience is and to publish your content into those spaces. Is that having an impact on you, in terms of where you're publishing, or are you still committed to this center of gravity, trying to bring them to you to have the conversations in your space?

Melanie Gibbons: Yes, I think as a regulator, we're still very much focused on bringing them in. A lot of our data sets, as I said, are very complex. We are starting to move into using data.gov and some other tools that feed information and data through into different sources. That's definitely something that's starting to progress. At the moment, we are very much more time would allow us to look into more things like that, but at the moment, we can focus on making what we do exceptional.

David Pembroke: Okay. In terms of that measurement framework, where you are at the moment, where are you at the moment? Where would you hope to get to in terms of improving the insights that you can pull out of your measurement and evaluation framework?

Melanie Gibbons: The measurement framework for me will allow us to evaluate every time because we know what data is available to us. We know what can give us the quick turn-around information, but it also means that we'll set objectives that are measurable every time. By knowing what we can measure, we're able to make sure our objectives are actually tangible. What that will allow us to do at the moment is, as I'm sure most communications people know in government, you're so busy moving to the next job and the next job and the next project and the next piece of content that quite often, we don't take that moment to step back and do that evaluation. What I want for my team is to be able to do that quickly and efficiently so they can demonstrate our value more readily.

David Pembroke: Do you follow a particular strategic planning process around setting those objectives and understanding the behaviours that you're looking to achieve, and then looking at the KPIs that you're relating up against those objectives?

Melanie Gibbons: We do that by scheme because ultimately, for each of our schemes, our client base is very different. What we're trying to achieve in each scheme is quite different.

Depending on whether it's a mandatory scheme or a voluntary scheme, we'll change the way that we're trying to interact with our clients. Within the National Greenhouse and Energy reporting scheme, we're looking at building the levels of compliance, making it easier for our clients to comply by providing them with information that's easy for them to understand. Also, sharing the data more readily. Demonstrating the value of the data that's coming out of our schemes is a big priority for us at the moment, particularly in those mandatory schemes. In the emissions reduction fund, for example, where it's voluntary, it's very much about promoting the scheme. It's about sharing that information with broader industry groups as we grow the scheme. It's also about showing how that's connecting to broader government policy.

David Pembroke: In terms of that measurement, though around compliance, certainly you can measure the performance of your content.

Melanie Gibbons: Yes.

David Pembroke: How do you ultimately measure compliance within the agency around some of those programs?

Melanie Gibbons: That's a good question. It's somewhat complicated because our schemes are complicated. Within the National Greenhouse and Energy reporting scheme, we look at compliance in 2 ways. We have 2 key milestones. One is around the 21st of October where corporations have to submit their data to us. What we look at is did they submit it on time? Did they submit it correctly? Have they provided the right evidence for us to be able to validate that data?

David Pembroke: You know all of those companies that have to do that?

Melanie Gibbons: Absolutely.

David Pembroke: Great.

Melanie Gibbons: Yes, so we look at that. In the voluntary schemes, we're looking at have they understood and provided the right information to us when they've applied? Then, have they met their obligations under the scheme once they're in? They're the compliance measures, so for us, the compliance is actually somewhat easy to measure because then, we'll know they're in or they're out.

David Pembroke: Yes, that's right, but then, in terms of measuring the effectiveness of your content, obviously, you can't take 100% credit for the fact that everyone's compliant.

Melanie Gibbons: Yes.

David Pembroke: How do you measure the contribution that you can make to that compliance?

Melanie Gibbons: Yes, absolutely. I think, as I said earlier, our agency has a huge focus on client

education, engagement and communication. We see everyone in the agency as someone who does communications. Whether you're front-facing with clients or whether you're one of the support staff that sits in the operations division, you're there to communicate. We provide a lot of information out to our staff to help them do that as efficiently and professionally, as consistently as we possibly can. For us, we use aid of our website analytics. We use the analytics coming out of our e-mail subscription service. We also use our client's survey every year. We actually ask our clients, do they feel that they received the right information to comply with their obligations.

David Pembroke: Yes, okay. You have that. As you say, you've been doing it for 5 years. You got a lovely benchmark delivering there.

Melanie Gibbons: Absolutely.

David Pembroke: Do you set yourself goals on an annual basis to say, "look, we want to improve from 75% to" ... so you put that in place every year?

Melanie Gibbons: Yes, absolutely. That's part of the communications strategies that we set. We look at the outcomes per scheme and per client group. Then, we look at where we can improve particularly in certain areas. We are very fortunate. We have quite a good strong reputation with our clients at the moment, so we have about 84% satisfaction out of the last client survey, and so it really is looking at where some of those new answers are and understanding some of the underlying issues that we can resolve.

David Pembroke: Now, you have a very sophisticated program, well setup, executed well, culturally, it sounds like you've built the confidence and the trust in the organization. It's moving well, and it's a lot further down the track than, I would say, a lot of other government organizations. If you were to offer some support and some advice to people who are out there who understand that this ability to go direct, to build trusted relationships with clients through content is indeed the future of all government communications, which I think it's obvious that it is. What advice might you have to them, in terms of being able to bring their agencies or their departments or their branches or whoever it is along with them on the journey?

Melanie Gibbons: Yes. I think the thing where we have been fortunate is we started from scratch, as I said earlier. We've managed to build that up over time. However, I suppose my advice to everybody is don't bite off more than you can chew.

David Pembroke: Yes, good advice, good advice.

Melanie Gibbons: We try to deliver well. We try to do our BAU effectively, and we try to make sure that we are always on time, and we're delivering high-quality work. Until you can do that, until you can have that strong BAU presence and prove your value, then don't try and get too big too quick.

David Pembroke: Yes, okay. That's really good advice, I think because yes, sometimes it can look enormous to account of when you starting from where you are, thinking, "hang on. I've got to transition from a media/advertising-based communication program to a content-publishing approach. Where do I start, capability wise?" Really, I think that's such great advice. It's to find that pilot project. Find that area where you can prove up this new approach and start to leave a value and build trust, build confidence with the higher ups. As they start to see those numbers, and they see the benchmarks, and they see it moving that they'll come along. It should move from there. Fantastic. Well, congratulations. That's wonderful.

Melanie Gibbons: Thank you.

David Pembroke: It sounds like you've got a really smoking hot team over there, delivering great outcomes. It's good. It must be a lot of fun.

Melanie Gibbons: Yes, we have fun along the way, absolutely.

David Pembroke: This is the great thing about this stuff, isn't it?

Melanie Gibbons: Yes.

David Pembroke: In the old days, it was, "okay, let's pitch up our media release, and let's pray that they're going to cover it or we're get pulses of money that we're going to have to invest in advertising." The gift of technology means that we can now go direct, and that we can be our own media organizations. As you say, data rich, content rich area like the public sector, there's so much opportunity to tell wonderful stories. To do it creatively, imaginatively and in a way that meets the needs of those very narrow and specific audiences. I think one of the other great things that you've identified here is that you know who you're talking to. You're not trying to talk to everybody.

Melanie Gibbons: No.

David Pembroke: You're trying to speak to a very specific audience. You know them well. You know what times of the day they're turning up. You know what they're looking for. You know what channels they're on. You've got that evidence, and so it's an evidence-based approach to telling a great story. I'm sure it's going fantastically well for you.

Melanie Gibbons: Yes. Look, and I think that the other thing is a lot of people focus on, at the moment, in government, in communications not having enough money to do all the fun, interesting and creative things. What I would say is get the right staff. Find the people with the skills that you need to be able to do it yourself. We have the people within our team to be able to do some of that content work, to be able to do the graphic design for us, to be able to make our website more interesting along the way. I have a dedicated and wonderful staff who will go above and beyond, to make sure that we get great outcomes. I think really, for me, that's where we've

been so fortunate because we've been able to focus on having the right people in our team and not worry too much about how much money we have to spend along the way.

David Pembroke: Yes, and this is from someone who owns and runs an agency. I actually think the capability has to be in organizations. I think that's the future. It's that you build these teams who can deliver because the world is going to move a lot faster in the future than it is today. You need this capability because of the contextual changes driven by technology, the requirements of audiences looking for that information, picking up the phone to your agency and thinking, "hey, I need this now." It's just not going to happen. It's not going to work.

I think organizations really need to start down this journey of building out that capability to do the strategic thinking, the strategic planning, but then, as you say, build that capability so you can deliver a lot of it for yourself. I think that is the future for government communications. I think given the changes in technology, communications is more important than it's ever been because everyone is now carrying around these super computers in their pocket. They're connected, and they're there. The people who we need to reach, influence, engage are there. The challenge now is how do we tell a great and compelling story so as that people want to come back to us because the information we're giving them is helping them in their role.

Melanie Gibbons: Absolutely, and the way that we've managed to do that is by having our account management model.

David Pembroke: I like that, too. Yes.

Melanie Gibbons: We've had our staff that go out, and they build knowledge. They understand the schemes. They understand where the pressure points are for our staff so that they can go and support them through some of the issues that they're facing, through some of the issues that are being faced in the scheme. They really understand the environment and the context that they are working in, and more broadly, the environment and context that, as an agency, we're working in. As you said, our policy area moves just as fast as technology is at the moment, so we really need to be keeping up on a number of fronts, but by having those dedicated people that really understand what it is that our clients need about information about that scheme means that we can be much more targeted and much more effective in what we do.

David Pembroke: Fantastic, Melanie Gibbons. I am inspired. I think this is wonderful. It's great to see an agency really has taken on this content marketing approach to telling me your story. You're doing it. You're doing it well. You're doing it textbook. You're doing it fabulously well. I'm just thrilled that we've been able to speak to you today and to share your story. Thanks very much for coming in, spending a bit of time with us today.

Melanie Gibbons: Great. Thank you for having me.

David Pembroke: Okay, and to you, the audience. Thank you once again. If that doesn't inspire you, I will give it away. What a fantastic practice. What a fantastic approach. Really, it's content marketing being executed wonderfully well in support of the objectives of the Clean Energy Regulator here in Australia. Melanie has given you so much value there and so much insight as to how to go about it, but I think the really key thing there is for many of you who are just getting started is find the pilot project to get started. Start down this path of biting off what you can chew to manage. Then, take it from there. Anyway, thanks very much for your time again this week. I really enjoyed that conversation. We'll be back again at the same time next week. Bye for now.